

United Nations Development Programme

Project Document template for projects financed by the various GEF Trust Funds

Project title: Integrated Watershed Management for improved agro-pastoral livelihoods in the Sebapala sub-catchment		
Country: Lesotho	**GEF Agency: UNDP**	**Execution Modality***: Full NIM (National Implementation)*
Contributing Outcome (UNDAF/CPD, RPD, GPD)*:* 3.2: By 2023, the people of Lesotho use natural resources in a more sustainable manner and the marginalized and most vulnerable are increasingly resilient		
UNDP Social and Environmental Screening Category: *Moderate*	**UNDP Gender Marker: 2**	
Atlas Award ID: 00097375	**Atlas Project/Output ID: 00101128**	
UNDP ID number: PIMS 6081	**GEF Project ID number:** 10020	
LPAC meeting date: December 23, 2021		
Latest possible date to submit to GEF: *September 23, 2021*		
Latest possible CEO endorsement date: November 15, 2021		
Planned start date: May 11, 2022	**Planned end date:** May 11, 2026	
Expected date of posting of Mid-Term Review to ERC: May 11, 2024	**Expected date of posting Terminal evaluation report to ERC:** February 11, 2026	

Brief project description: The Government of Lesotho has embarked on an ambitious national programme for integrated watershed management, the purpose of which is to address the interlinked issues of land degradation, livelihoods, food and water security in critical catchments across the country. This programme promotes catchment-wide planning and community-driven action at sub-catchment level to ensure integrated management of land and water resources. The Sebapala River Watershed in the Lower Senqu Catchment is a Strategic Water Source Area in the Orange-Senqu River system, but its ecosystems are fragile due to inherent characteristics[1] and the condition of both land and water resources is deteriorating. Ecosystem degradation is driven by over-cultivation, overgrazing, and over-harvesting of natural resources – the impacts of which are worsened by climate change and the effects of deep-rooted poverty. The delivery of critical watershed services is being compromised and the productive capacity of the land is being depleted, undermining local agro-pastoral livelihoods and causing escalating food and water insecurity.

In the Sebapala Watershed, which falls within the Tosing Community Council, the project will establish the enabling environment for overcoming the narrowly-focused, sectoral approaches to natural resource management that currently prevail. Working at watershed, sub-catchment and lower levels, the project will apply the guidelines and institutional model established through the National Integrated Catchment Management Programme to enhance multi-sectoral, multi-stakeholder collaboration and integrated management of land and water resources. The **objective** of the project is to mainstream sustainable rangeland management and restoration of watersheds to combat land degradation, enhance the flow of agro-ecosystem goods and services and improve the livelihoods of agro-pastoral communities. The project is structured under **three components**: (i) Institutional capacity at national and local levels for integrated watershed management (IWM); (ii) Integrated watershed management practices in the Sebapala Watershed; and (iii) Gender mainstreaming, knowledge management and M&E. The **four project outcomes,** which will be delivered via four impact pathways, are: a) An Integrated Watershed Management Plan with community action plans facilitates implementation of landscape restoration, soil and water conservation, and Sustainable Land Management (SLM) practices in the Sebapala River Watershed (covering 121,996); b) District-level technical officers, local authorities, and resource management institutions are capacitated to implement IWM plans and to enforce regulations to prevent land and ecosystem degradation; c) Integrated Watershed Management practices (including SLM) are effectively implemented over at least 34,500 ha in the Sebapala Watershed (with pilot sites in the 52,388 ha Sebapala Sub-catchment), with ecosystem and livelihood benefits; and (d) Lessons learnt through gender mainstreaming, knowledge management and participatory M&E promote integrated watershed management in the wider Sebapala Watershed, and nationally. The project will deliver its outcomes through a structured, highly-participatory and gender-responsive process that balances consideration of ecological, social and economic parameters, and establishes the conditions for sustainability and upscaling. The project will be executed by the Ministry of Forestry, Rangeland and Soil Conservation (MFRSC), working in close collaboration with departments in other line ministries, their district counterparts, partners in the development community and civil society, and with full participation of communities. It will be implemented over four years, with a GEF investment of $2,101,826 and co-finance from government and UNDP $3,400,000.

(1) Financing Plan	
GEF Trust Fund	USD 2,101,826
UNDP TRAC resources	USD 200,000
Confirmed cash co-financing to be administered by UNDP	**USD 2,301,826**

[1] Topography, type and pattern of rainfall, erodibility of soils, land-use patterns, and prevalence of vulnerable habitats such as bogs and sponges

(1) Total Budget administered by UNDP	**USD 2,301,826**
(2) confirmed co-financing	
Government - Ministry of Forestry, Range and Soil Conservation (MFRSC) - Department of Soil and Water Conservation	USD 2,500,000
Government - Ministry of Tourism, Environment and Conservation (MTEC) - Department of Environment	USD 500,000
Government- District Council Secretary - Quthing	USD 200,000
(2) Total confirmed co-financing	**USD 3,200,000**
(3) Grand-Total Project Financing (1)+(2)	**USD 5,501,826**

SIGNATURES

Signature: OFFICE OF THE PRINCIPAL SECRETARY MINISTRY OF DEVELOPMENT PLANNING 2022 -05- 09 P.O. BOX 630 MASERU 100, LESOTHO **SELLO TSUKULU**	**Agreed by Government Development Coordination Authority: PS – Ministry of Development Planning**	**Date/Month/Year** 09/05/2022
Signature: MINISTRY OF FORESTRY, RANGE AND SOIL CONSERVATION 05 MAY 2022 PRINCIPAL SECRETARY P.O. BOX 52 - MASERU 100 - LESOTHO **KAMOHO MATLAMA**	**Agreed by Implementing Partner: PS – Ministry of Forestry, Range and Soil Conservation**	**Date/Month/Year:** 05/05/2022
Signature: United Nations Development Programme Maseru Lesotho **BETTY WABUNOHA**	**Agreed by UNDP – UNDP Resident Representative**	**Date/Month/Year:** 4th May 2022

1 TABLE OF CONTENTS

1 Table of Contents 4
2 Development Challenge 8
3 Strategy 19
4 Results and Partnerships 26
5 STRATEGIC Results Framework 51
6 Monitoring and Evaluation (M&E) Plan 57
7 Governance and Management Arrangements 60
8 Financial Planning and Management 63
9 Total Budget and Work Plan 67
10 LEGAL CONTEXT 77
11 Risk Management 77
12 Mandatory Annexes 80

Acronyms

AASDP	African Agribusiness Supplier Development Program
CBO	Community Based Organization
CC	Community Council
COP	Conference of Parties (to the Multilateral Conventions on Environment)
CSO	Civil Society Organization
DAC	Drakensberg Alpine Centre od Endemism
DWA	Department of Water Affairs, of the Ministry of Water
EDF	European Development Fund
ESMP	Environment And Social Impacts Management Plan
EU	European Union
FAO	Food and Agriculture Organization of the United NAtions
FFS	Farmer Field Schools
FNC	First National Communication
FSP	Full Sized Project
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Society for International Cooperation)
GOL	Government of Lesotho
IAS	Invasive Alien Species
ICM	Integrated Catchment Management
IWM	Integrated Watershed Management
IWRM	Integrated Water Resources Management
KM	Knowledge Management
LD	Land Degradation
LDCF	Least Developed Countries Fund
LDTC	the Lesotho Distance Training Centre
LRD	Land Resources Database
LRP	Land Rehabilitation Programme
LUDPs	Land Use and Development Plans
M&E	Monitoring and Evaluation
MAFS	Ministry of Agriculture and Food Security
MFRSC	Ministry of Forest, Range and Soil Conservation
MLGCA	Ministry of Local Government and Chieftainship Affairs
MoW	Ministry of Water
MSP	Medium Sized Project
MTEC	Ministry of Tourism, Environment and Culture
MTR	Mid-term Review
NAP	National Action Plan
NAPA	National Action Plan for Adaptation
NGOs	Non-Governmental Organizations
NSDP	National Strategic Development Plan
OAI	Office of Audit and Investigations
ORASECOM	Orange-Senqu River Basin Commission

PB	Project Board
PD	Project Director
PIF	Project Identification Form
PIR	GEF Project Implementation Report
PM	Project Manager
PMU	Project Management Unit
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
PSC	Project Steering Committee
R&D	Research and Development
SC54	Sub-catchment 54 (on Lesotho's National Catchment Map) –the Sebapala Sub-catchment
SDGs	Sustainable Development Goals
SEA	sexual exploitation and sexual abuse
SGP	Small Grants Programme
SH	sexual harassment
SIP	Sustainable Land Management Investment Programme for sub-Saharan Africa
SLM	Sustainable Land Management
SLWM	Sustainable Land and Water Management
STAP	GEF Scientific Technical Advisory Panel
TA	Technical Advisor
TCC	Tosing Community Council
TDA	Transboundary Diagnostic Analysis
TE	Terminal Evaluation
UNCCD	United Nations Convention to Combat Desertification
UNDP-GEF	UNDP Global Environmental Finance Unit
WMRA	Wool and Mohair Growers' Associations

Note on the use of technical terminology in this Project Document:

The terms 'catchment,' 'watershed,' and 'sub-catchment,' have been applied inconsistently in the literature to different units of landscape that correspond with drainage basins of different scales. These terms are sometimes also applied interchangeably to the same units of landscape, creating further confusion. Lesotho has published a National Catchment Map, which identifies six main catchments associated with the three major river systems that arise in the country. Within these six catchments, 74 sub-catchments, associated with smaller rivers, and tributaries, are delineated. Each of these is made up of smaller drainage basins. In line with this classification, and to avoid confusion about which units of landscape are being referred to in this Project Document, a simple hierarchy of terms has been adopted. These are defined as follows:

i) ***Catchment*** (with first letter capitalized and preceded by the name of a river), is applied to the six major catchments that are delineated in the National Catchment Map of Lesotho – these are the Upper Senqu (Orange), Lower Senqu, Makhaleng, and Upper, Middle and Lower Mohokare (Caledon). The terms 'catchment', or 'watershed' or 'basin' not capitalized – are also used generically to refer to drainage basins, without reference to a specific river or stream or landscape unit. **This project takes place in the Lower Senqu Catchment**.

ii) ***Watershed***, is used in the generic sense to refer to the drainage basin of a river course, but when preceded by the name of a specific river, refers to that specific drainage basin. **This project will take place in the Sebapala River Watershed,** the limits of which align more or less with the boundaries of the Tosing Community Council.

iii) ***Sub-catchment*** (capitalized and preceded by the name of a river or stream) is applied to the 74 named and numbered landscape units that are delineated in the National Catchment Map of Lesotho. These units are associated with minor rivers and streams, which feed into one of the six major river catchments. **This project takes place in the Sebapala Sub-catchment** (number 54 on the National Catchment Map**),** which is the upper drainage basin of the Sebapala River.

iv) Within each Sub-catchment, ***minor drainage basins*** each associated with smaller streams and tributaries. In the Sebapala Sub-catchment (SC54) there are five of these: the **Merataleng, Tsatsane, Tsatsanyane, Upper Sebapala and Mats'ela-Habeli**. Where the term 'drainage basin' is being used generically it will not be preceded by a specific name.

See Annex 1 for a map showing the relationship of these landscape units.

2 DEVELOPMENT CHALLENGE

1. The Kingdom of Lesotho is a small, mountainous country located between the coordinates 29.6100° S, and 28.2336° E, and completely landlocked by South Africa. It straddles the highest parts of the Drakensberg Escarpment, with the highest and lowest points being at 3,482 and 1,400 meters above sea level (masl), respectively. The country has a total surface area of 30,648 km^2, a population of 2.07 million people[2], and a per capita gross domestic product (GDP) of $1,318[3]. About 70 percent of Lesotho's population is rural, and dependent on livestock-keeping (predominantly) or rain-fed, subsistence agriculture for their food and livelihoods. About two-thirds of households live on land that is degraded, and socio-economic vulnerability is widespread[4].

2. Lesotho's landscape is dominated by highlands which host a rich fauna and flora, and several endemic, rare and endangered plant and animal species. Floristically, Lesotho falls into the Drakensberg Alpine Centre of Endemism (DAC), a globally-recognized 'biodiversity hotspot' in the Maloti-Drakensberg mountains. The Centre is estimated to host about 1,750 high-altitude plant species, of which 30 percent are endemic, and a significant proportion are classed as threatened due to habitat loss and degradation.

3. The Drakensberg Alpine Centre is also home to a unique wetland ecosystem, the Drakensberg Alfroalpine Heathlands, made up of high-altitude bogs and seeps that act as sponges, retaining and slowly releasing water into the watershed. These bogs play a crucial role in maintaining hydrological cycles, and are important suppliers of surface water that feeds headwater streams of the country's three main river systems. They also provide essential ecosystem goods and services on which rural communities depend.

4. The Senqu River (previously called the Orange and now the Gariep, in South Africa), is shared with South Africa, Namibia, and Botswana, and provides the water required to drive the most economically active area in southern Africa, supporting large-scale irrigation and domestic water needs of some 19 million people[5]. In spite of making up only 3.4 percent of the Senqu basin area, Lesotho contributes over forty per cent of the Orange-Senqu's natural runoff (*ibid*). It follows, that degradation of Lesotho's high-altitude grasslands – and the wetlands they contain – poses a serious risk not only to maintaining the ecological integrity of a global biodiversity hotspot, but also to national and regional water security, and the agro-pastoral livelihoods of most BaSotho.

The project area: the Sebapala River Watershed and Sub-catchment

5. The project's planning domain is the Sebapala River Watershed (hereafter referred to as 'Sebapala Watershed), which falls within the Lower Senqu Catchment, as defined on the National Catchment Map of Lesotho (See Map 1, Annex 1). The boundaries of the watershed align more or less with those of the Tosing Community Council (TCC), which falls within the Sebapala electoral constituency. It is one of five community councils in the Quthing District, and has a population of 121,996 people (11,785M, 12,053F). The headwaters of the Sebapala River arise in the Sebapala Sub-catchment, which is Sub-catchment 54 (SC54) on the National Catchment Map. This sub-catchment will be the focal area for piloting on-the-ground interventions, some of which will also be rolled out in other parts of the Sebapala Watershed.

6. The Sebapala sub-catchment is located between *longitudes 28^o 55' 27"* and *28^o 10' 56 East,* and *Latitudes 30^o 25' 48"* and *30^o 40' 40 South,* with altitude ranging from 1,750 to 3,015 masl[6]. This sub-catchment is a 49,425

[2] https://data.worldbank.org/country/lesotho
[3] The World Bank In Lesotho, 2019: https://www.worldbank.org/en/country/lesotho/overview
[4] EU/GIZ (2019). Support to Integrated Catchment Management in Lesotho: Operational Plan for the first year of Implementation (2020): Towards a Multistakeholder Partnership. GIZ, Lesotho.
[5] ORASECOM (Orange–Senqu River Commission), 2014. Rehabilitating rangelands for healthy headwaters: Steps Basotho Communities are taking to reverse land degradation at the source of the Orange–Senqu River. Report 007/2014, produced by the Orange–Senqu Strategic Action Programme for ORASE COM. Pretoria.
[6] See details in: Baseline Assessment Report: Biophysical Characterization of the Sebapala sub-catchment (undertaken during Project Preparation)

hectare[7], multiple-use landscape made up of five minor drainage basins: Tsatsane, Tsatsanyane, Upper Sebapala, Merataleng, and Mats'ela-Habeli – each of which is drained by a stream of the same name (See Map 2, Annex 1). Only 1.4 percent of its land area is made up of wetlands and other riparian and aquatic habitats[8], but this sub-catchment supplies a disproportionately high volume of water per unit area when compared to other areas – this is due to the prevailing climatic and physical conditions, such as rainfall, soil conditions and the presence of Afroalpine Heathland wetlands and bogs. For this reason, it has been identified as one of 22 Strategic Water Source Areas in South Africa, Lesotho and Swaziland[9] – this makes it especially important for both local, national and international water security. Land cover is dominated by grasslands (62 percent of total area) and shrublands (32.9 percent of total area), there is minimal natural tree cover (only 51 ha) and settlements account for only 206 ha of total land surface.

7. The population of the sub-catchment is 2,397 people (1,125 male and 1,272 female)[10] most of whom depend on agro-pastoral livelihoods to meet their subsistence and income needs. Land use within the sub-catchment is dominated by livestock-keeping, with cultivated lands accounting for a little over 1 percent (612 ha) of total land area – most cultivation takes place lower down in the Sebapala Watershed in the foothills and along alluvial plains, in areas with more arable soil and closer to villages. Although the bulk of the population of the Sebapala Watershed (TCC) lives outside of the Sebapala Sub-catchment, all of them rely on the watershed services it provides. People from outside of the sub-catchment also make use of the summer cattle posts that are concentrated in the high-altitude grasslands of the Tsatsane and Upper Sebapala minor drainage basins.

8. Land cover and population statistics for the Tosing Community Council (which is being used as the planning domain for the Sebapala Watershed) and the Sebapala Sub-catchment (SC54) are provided in Annex 1.

Drivers of land degradation in the Sebapala Watershed and Sub-catchment

9. Ecosystems in the Sebapala Watershed, as elsewhere in Lesotho, are fragile due to the steep topography, type and pattern of rainfall, erodibility of soils[11], land-use patterns, and prevalence of vulnerable habitats such as bogs and sponges. Some of the key drivers of land- and water-resource degradation are over-stocking and overgrazing, unsustainable and inappropriate agricultural practices, over-use of natural resources and the impacts of climate change. These are all compounded by high levels of socio-economic vulnerability and other societal changes that force people to adopt coping responses that damage ecosystems and decrease the productivity of the land.

Overgrazing

10. Rangeland degradation – which is widespread and chronic in Lesotho – is mostly associated with poor grazing control, characterized by continuous grazing and over-stocking, leading to loss of palatable species, decreased basal cover, increased erosion and susceptibility to invasion by weedy shrubs, such as *Chrysocoma ciliata*[12]. The Ministry of Forestry, Range and Soil Conservation (MFRSC) estimates soil loss at about 50 tons per hectare

[7] Lesotho Bureau of Statistics/UNDP. (2018). District Profiles Handbook. The total area of the sub-catchment was calculated to be 52,388 ha during the baseline studies, due to slight variances in the exact alignment of the sub-catchment boundaries. In this project document the official figures published in the District Profiles Handbook are used.

[8] All landcover statistics are taken from the Land Cover Atlas of Lesotho, which was developed by FAO under the National Catchment Management Programme.

[9] Le Maitre, D; Seyler, H; Holland, M; Smith-Adao, L; Maherry, J; Nel, J and Witthüser, K (2018). Identification, delineation and importance of the Strategic Water Source Areas of South Africa, Lesotho and Swaziland for surface water and groundwater. WRC Report TT 754/1; Water Research Commission, Pretoria, South Africa.

[10] Bureau of Statistics. (2016) Lesotho National Census of 2016: Maseru.

[11] The geology of the Sebapala Sub-catchment, which comprises rocks of the Elliot, Clarens and Lesotho Formations, renders it particularly prone to degradation. The prevalence of sedimentary rocks such as mudstones, siltstones and sandstones, inter-posed with dolerite dykes and basaltic intrusions, gives rise to particular erodibility characteristics and erosion patterns. This is described in more detail in the Biophysical Assessment Report that was produced during the Project Preparation phase.

[12] Orange-Senqu Strategic Action Programme. (2013). Vegetation Baseline Survey: Demonstration Project on Community-based Rangeland Management in Lesotho. Technical Report 24

per year[13] and, nationally, over 100,000 hectares of arable land have been lost annually for the last 25 years, representing a 25 percent decrease in land available for the production of food and fodder[14].

11. In the Sebapala Sub-catchment, livestock-keeping is the dominant livelihood activity with nearly 90 percent of land used for grazing[15]. The Tsatsane and Upper Sebapala minor drainage basins, which are dominated by high-altitude grasslands that provide good forage in summer, have the greatest concentration of cattle posts in the Tosing Community Council. Households keep cattle, sheep, goats and donkeys, as well as pigs and poultry.

12. Although the rangelands in the Sebapala Sub-catchment are generally in fair to good condition, there are several 'hotspots' in which significant land degradation is taking place, with soils being lost faster than they can be regenerated.[16] Degraded grasslands are more prevalent in the central and western parts of the Sub-catchment at mid-and lower catchment levels, and at least 700 ha are already completely denuded (there are no specific data available for quantities of soil lost from the Sebapala Watershed or Sub-catchment, and these will be estimated during implementation of this project). Wetlands have shrunk considerably, and wetland degradation (as a result of overgrazing, trampling, encroachment from cultivation, siltation and erosion) is widespread – with headwater wetlands in the Upper Sebapala and Tsatsane drainage basins being some of the worst affected. Communities who were consulted during the preparation of this Project Document, reported that in the last five years, they have experienced significant declines in soil fertility, livestock numbers and carrying capacity (due to poor pastures), increasing diseases and droughts, and water shortages, and that they have witnessed loss of biodiversity (including agrobiodiversity), deforestation and lowered wood production from existing woodlands, increasing bush encroachment, and poorer yields of thatching grass.

13. Traditionally, grazing lands are accessed communally, with chiefs allocating grazing rights on a rotational basis, and grazing associations regulating the use of rangelands. Grazing lands are categorized as A, B and C, depending on the distance from villages, season of use, and the authority with jurisdiction. Category A lands are in the upper catchments and are intended for use in the summer (November to April); they fall under the jurisdiction of Principal Chiefs. Category B lands are located in mid-catchments and the foothills and should be used between May and September (autumn-winter); they fall under the jurisdiction of the Community Council, theoretically, but due to capacity constraints, often the Principal Chiefs. Category C lands are closer to villages; they should be used from June to November (winter-spring) and fall under the jurisdiction of the Community Council. This traditional transhumance system allows for resting and seasonal regeneration of pastures, but its practice is breaking down (See point 14, below).

14. The stocking rate for the Sebapala Sub-catchment is lower than the national average (at 8 to 10 ha per animal unit, against a national average of 8 ha per animal unit). However, over-stocking has become the norm, leading to overgrazing, with resultant degradation of rangelands and wetlands, especially in land categories B and C. Poor rangeland management practices (such as over-stocking and indiscriminate use of fire) are compounded by societal changes, which interact and have cumulative and sequential impacts.

15. The traditional rotational grazing system has partially broken down due to increased incidents of stock theft, loss of authority of traditional chiefs, government policy discouraging transhumance, and changing settlement and land-use patterns. Increasingly harsher winters at higher altitudes force herders to keep their cattle in mid-catchment grazing lands for longer, and mobility of herds is influenced by people moving to new

[13] Puri,S. (2016). Lesotho: Planning Integrated Water Management – Guidelines and Strategies. Technical Report submitted under the EU-supported Support of Integrated Catchment Management in Lesotho. (Accurate figures for the TCC and SC54 will be obtained during the ICM Master Planning process).

[14] ORASECOM (Orange–Senqu River Commission), 2014. *Rehabilitating rangelands for healthy headwaters: Steps Basotho Communities are taking to reverse land degradation at the source of the Orange–Senqu River*. Report 007/2014 produced by the Orange–Senqu Strategic Action Programme for ORASECOM. Pretoria.

[15] Ministry of Energy, Meteorology and Water Affairs, 2015. **VULNERABILITY MAPPING: Tosing Community Council:** For the Improvement of early warning system to reduce impacts of climate change and capacity building to integrate climate change into development plans

[16] Chapter One: Biophysical Characterization of the Sebapala Sub-catchment, a part of the Baseline Assessment Reports undertaken during Project Preparation.

settlements, where they have better access to amenities and services. Some rangelands are being lost due to encroachment from cultivation (especially in mid-catchment areas, where soils are arable), and pressure on the pastures is further exacerbated by farmers who come from across the whole of Quthing District to graze their livestock in the Sebapala Sub-catchment (especially category A lands), and do not abide by the regulations set by the grazing associations. Poor range-management practices have also contributed to the spread of invasive alien species (IAS), which out-compete indigenous plant species, leading to shortage of grazing, and decreased livestock production.

Inappropriate and unsustainable grazing practices

16. Cropland in the Tosing Community Council (TCC) covers only 6.7 percent the landscape (and only 1.2 percent in Sebapala Sub-catchment), but over 90 percent of the people are fully dependent on crops for food. Maize and sorghum are the dominant crops[17], with most households growing vegetables only for home consumption – though cabbages are grown commercially. Cultivation of wheat, which was previously a staple, has mostly been abandoned. In rural villages, households with a home garden and/or fruit trees are in a clear minority and agroforestry practices are rarely practiced. Home compounds, where they exist, used to be fenced to protect against grazing animals, but, this is no longer the practice which means that produce is at risk of being eaten or trampled by livestock.

17. Farming systems are of the extensive type, with cultivation taking place mostly on semi-privatized lands, which are concentrated along drainage lines and access routes, often close to settlements. Cropping-land is mostly inherited, farms are small (between one and two hectares in extent), and most families own no more than two farms. Even though women are largely engaged in cropping, most women work on fields owned by their husbands, and decisions on the farming patterns are made by men, except in female-headed households.

18. The *Climate Vulnerability Assessment* which was carried out in Tosing Community Council in 2015 showed that it is the cultivated areas that are the most vulnerable to the effects of droughts, floods and soil erosion. Mid-slope areas in the foothills and alluvial plains in the valleys are the most favoured for cultivation – as soil conditions are best for cultivation[18] – and these areas also come under pressure from settlement and grazing. Due to a lack of knowledge and experience, a large proportion of cultivation occurs on erosion-prone hillsides, often using inappropriate practices, such as ploughing down-slope, with no use of terracing or bunds. This leads to worsening soil erosion, resulting in lowered productivity of lands and increased sedimentation of water bodies. Cultivation on marginal lands results in lands being abandoned – these are left fallow and are prone to erosion and infestation by invasive shrubs. Although most households keep at least some livestock, the manure is generally not collected or used to enrich the soil of cultivated fields. Repeated planting, without use of a fallow season, combined with loss of topsoil due to erosion, and the impacts of increasingly unpredictable weather patterns, drives a cycle of declining soil fertility, increased erosion, loss of land productivity and increasing human hardship and vulnerability.

Over-harvesting and over-use of natural resources

19. As is typical in Lesotho, the rural population in the project area depends almost entirely on natural resources for livelihoods and survival. In both the greater Sebapala Watershed, and the Sub-catchment, natural woody cover is less than 1 percent of the total landscape. Despite this, more than 80 percent of households use wood as the main fuel source for cooking and heating, only 10 percent use kerosene, and 3 percent use animal dung[19]. Naturally forested or wooded areas are located in the valleys, while planted woodlots are evident close to villages.

[17] A Profile of Stakeholders and Community Institutions that Govern the Access to and Control over Natural Resources; 2019. Chapter 2: Baseline Assessment Reports

[18] World Bank-International Development Association CIAT; World Bank. 2018. Climate-Smart Agriculture in Lesotho. CSA Country Profiles for Africa Series. International Centre for Tropical Agriculture (CIAT); Washington

[19] A Profile of Stakeholders and Community Institutions that Govern the Access to and Control over Natural Resources; 2019. Chapter 2: The Baseline Assessment Reports

20. The decline in the productivity of land and livestock in recent years has, in turn, driven over-harvesting of rangeland resources as people seek alternative sources of food and income. Some resources are traded through informal and unregulated channels as a way of generating income to support community livelihoods, such as *Pelargonium sidoides*[20] (an indigenous medicinal plant) and *Rosa canina* (which is an invasive but has medicinal properties and is traded for production of oils)[21].

Climate change

21. Lesotho is highly vulnerable to climate change, the most significant hazards being drought (which poses the highest climate risks), high temperatures and heat waves, floods, hail, and frost. This vulnerability is compounded by poverty as well as land degradation, soil erosion and the hilly topography that hamper agricultural production[22].

22. The Sebapala Watershed has a temperate, continental climate, which is characterized by warm to hot summers, and cool to cold winters with occasional snow on the highlands. Peak rainfall usually occurs in summer, with the highest rainfall in the east. Currently, shifts in climate being reported anecdotally by residents include earlier frosts, later rains, increasingly long and frequent spells of drought, floods and heavy snows, all of which affects hydrological cycles, crop production, and survival and productivity of livestock.

23. A comprehensive analysis of climate change scenarios[23] generated from six global circulation models, using historical data for the years 1961 to 1994, predicted warmer future climatic conditions throughout the country, lower precipitation (particularly in the spring and summer), higher precipitation in winter, and gradually increasing precipitation in autumn[24]. The vulnerability assessment for Tosing Community Council undertaken in 2015 (See Map 3, Annex 1) confirmed these trends for the Sebapala Sub-catchment (Annex 17) shows predicted climate change scenarios between 2020 and 2040)[25]. These shifts would mean that the good rains that usually fall in summer would start later in autumn, when growth rates are declining due to cooler temperatures and shorter day-length. This would delay and probably shorten the growing season. Higher precipitation in winter due to increased activity of frontal systems may result in heavier snowfalls, shortening the summer grazing period, and bringing strong, devastating winds – conditions which often bring disasters and human suffering.

24. All production systems are expected to be affected by climatic shifts due to impacts on the supply of ecosystem goods and services, particularly watershed services[26], with the risk that they may be pushed beyond the stability range required to support agro-pastroal livelihoods.

---

[20] This plant is the focus of a proposed ABS project that is under consideration by GEF (Sustainable use and equitable sharing of benefits from Lesotho's medicinal plants, in support of sustainable livelihoods – PIMS 5891; GEF ID 9799)

[21] *P. sidoides* is a member of the Geranium family that occurs in much of Lesotho. The plant is widely used locally as a traditional medicine and is commercialised to treat respiratory tract infections such as coughs, colds, and bronchitis. Source: Jaci van Niekerk & Rachel Wynberg (2012): "The trade in *Pelargonium sidoides*: Rural livelihood relief or bounty for the 'bio-buccaneers'?" In *Development Southern Africa*, 29:4,530-547.

[22] World Bank/CIAT. 2018. Climate Smart Agriculture in Lesotho: CSA Country Profiles: Lesotho. World Bank Group, Washington D.C.

[23] As reported in both the National Action Plan for Adaptation (NAPA - 2006) and the First National Communication (FNC 2005),

[24] The six models used are United Kingdom Meteorological Office High Resolution model (UKHI), the Canadian Climate Centre model (CCCM), the USA Geophysical Fluid Dynamics Laboratory model (GFDL), the USA Oregon State University model (OSU), the Goddard Institute for Space Studies model (GISS), and the United Kingdom Meteorological Office Hardley Centre Transient model (UKTR).

[25] Ministry of Energy, Meteorology and Water Affairs, 2015. **VULNERABILITY MAPPING: Tosing Community Council:** For the Improvement of early warning system to reduce impacts of climate change and capacity building to integrate climate change into development plans.

[26] Ministry of Energy, Meteorology and Water Affairs, 2015. **VULNERABILITY MAPPING: Tosing Community Council:** For the Improvement of early warning system to reduce impacts of climate change and capacity building to integrate climate change into development plans

Baseline Situation

25. The Government of Lesotho has identified land degradation and watershed management as strategic priorities in several policies, strategies and plans that guide Lesotho's national development agenda, and contribute to meeting the country's commitments under the CBD, UNCCD and UNFCCC. Key amongst these are: (i) the *National Strategic Development Plan* (NSDP II - 2018/19-2022/23); (ii) the *Long Term Water and Sanitation Strategy, Volume II,* Water Sector Programme (2014); and, (iii) the *National Action Programme in Natural Resource Management: Combating Desertification and Mitigating the Effects of Drought*, as outlined in the UNCCD *National Action Plan* (2015). The country is in the process of developing a *Climate Change Strategy* and a *Resilience Framework*, both of which recognize the need for integrated approaches for building resilience to climate-induced shocks and disturbances.

26. Responsibility for addressing land degradation falls within the mandate of the Ministry of Forestry, Range and Soil Conservation (MFRSC). An important delivery mechanism for this - among other interventions - is the Ministry's flagship Land Rehabilitation Programme (LRP), which has been under implementation since 2007. Because poverty is recognized by the government as one of the key drivers of degradation, the LRP seeks to address the dual challenges of ecosystem degradation and rural poverty by implementing catchment-based rehabilitation in participation with local communities. The objectives of the of the LRP are to: i) increase the total area of rehabilitated and protected watersheds; ii) increase the area of productive rangelands under appropriate management plans; iii) protect wetlands to enhance the availability and quality of water resources; iv) contribute to the reduction of unemployment and resultant poverty; v) increase honey production; and vi) increase fruit tree production.

27. Responsibility for managing water resources falls to the Ministry of Water (MoW). A key strategy for addressing management of water resources has been through transboundary management of the Orange-Senqu River Basin, under the auspices of ORASECOM. Over the years, significant investments have been made in understanding the hydrology and ecology of the river basin, leading to specific joint interventions towards its sustainable management, including through community-led rehabilitation of rangelands. Through this work, land degradation has been identified as one of the major risks to the ecological integrity of this critical river basin, highlighting the importance of adopting an integrated water resources management approach. The concept of ICM has now been fully embraced by the Government of Lesotho but implementation is still in its infancy.

28. At the national scale, the Government of Lesotho, through the Ministry of Water working in partnership with the EU, the Government of Germany and GIZ, has embarked on an ambitious National Programme for Integrated Catchment Management. Its aim is to rehabilitate degraded watersheds across the country and to put in place prevention measures that will halt the further degradation of Lesotho's catchment areas. This will be the major channel through which investments in integrated watershed management are being channelled.

29. At the sub-national and local scale, the Government of Lesotho has partnered with many agencies - including the GEF, African Development Bank, the European Union, DFID, USAID, GIZ, the World Bank, and agencies in the UN network (UNDP, UN-E and FAO) - to implement a diversity of community-led projects to address land degradation, protect water resources, increase productivity of rangelands, extend appropriate forest cover, and rejuvenate agricultural lands, particularly through adoption of Sustainable Land Management (SLM) and climate-smart agriculture.

Baseline projects

30. Capacity Building and Knowledge Management for Sustainable Land Management (SLM) in Lesotho (2009 – 2015)

31. This GEF-financed, UNDP-supported project was implemented by the MFRSC in the Makhoalipana Community Council in the Maseru District. Working under an integrated catchment management approach, it sought to establish Sustainable Land Management as the basis for sustainable development and ecosystem restoration in Lesotho, in support of better livelihoods and the delivery of global environmental benefits. The project, which carried a GEF investment of $1,724,500 and cofinance from the Government of Lesotho and GTZ of

$4,695,000, developed replicable models and techniques to overcome institutional and governance barriers to the uptake of SLM; built capacity at local and national level for scaling up SLM practices; and enhanced awareness and knowledge exchange through the establishment of platforms for dialogue and engagement. A key resource generated by this project is the *SLM Toolkit for Lesotho*[27], which was published in 2014. The Toolkit offers practical guidance on applying integrated watershed management, through application of soil and water conservation technologies, rangeland management and agro-forestry. Designed for use by field practitioners and communities, it provides a brief but practical description of each method and the conditions under which it should be applied.

Orange-Senqu River Basin/ORASECOM Transboundary Diagnostic Analysis (TDA) (2013), Integrated Water Resources Management (IWRM) Plan (2014) and Strategic Action Programme (2014) and UNDP-GEF 'Support to the Orange-Senqu River Strategic Action Programme Implementation' (2017-2023)

32. Since the signing of the Orange-Senqu River Basin Commission (ORASECOM) agreement in 2000, several investments have been made to support joint management of the river basin by the four countries that share it (Lesotho, Botswana, Namibia and South Africa). This work has culminated in the preparation of a Strategic Action Programme, to implement the basin-wide Orange-Senqu Integrated Water Resources Management Plan. The IWRM Plan, identifies land degradation as a key challenge. The work carried out under the auspices of ORASECOM has been the most impactful in terms of laying the foundation for understanding the environmental challenges within Lesotho and providing high quality technical guidance on the type of solutions required to tackle these challenges. This work continues through funding from the Global Environment Facility (GEF) and other partners, including GIZ and the EU.

33. A regional UNDP-supported, GEF-financed project was approved in December 2016 to support implementation of the Orange-Senqu IWRM Plan. The project, titled '*Support to the Orange-Senqu River Strategic Action Programme Implementation*', started in 2017, and will run until 2023. The GEF has invested $10,815,137, and Lesotho has pledged co-financing of $76,201,343 during the same period. $33,333,000 of this has been allocated to 'initiatives promoting sustainable land management practices in the basin, ecosystems approach to IWRM planning, removal of invasive species and promotion of rangelands. A demonstration project on community-based rangeland management has been implemented in the Mount Moorosi area in Quthing District and the lessons learnt have been captured in a report[28]. The project applied an Integrated Catchment Management approach, combining removal of undesirable shrubby species to allow for natural regeneration of grasses, with active re-seeding, and the construction of stone bunds and silt traps on degraded slopes to reduce erosion. One of the pilot sites is located in the lower Sebapala Watershed. In the Ha-Koali drainage basin. https://iwlearn.net/documents/2826

EU support to address land erosion through Integrated Catchment Management in Lesotho (2014 – present)

34. This initiative is financed under the EU's €78 million support to Lesotho's water sector between 2014 and 2020. It builds on Lesotho's National Integrated Water Resources Management Plan and seeks to support the design and implementation of the National IWRM Plan's *Key Focus Area I: Establishment of Catchment Management.* As part of this support, the Department of Water Affairs mapped the country's six catchments and 74 sub-catchments, as management units and published a National Catchment Map of Lesotho. The programme has developed a proposed institutional structure for ICM governance, draft guidelines for integrated catchment management (ICM) planning and has embarked on capacity building for implementation and monitoring.

35. EU/GIZ Technical Support to Integrated Catchment Management in Lesotho (2020-2023)

[27] Accessible at: http://www.undp.org/content/dam/lesotho/docs/Other/SLM-Toolkit.pdf

[28] ORASECOM: Rehabilitating Rangelands for Healthy Headwaters: Steps Basotho are taking to reverse land degradation at the source of the Orange-Senqu River. Technical Report, available at https://iwlearn.net/documents/2826

36. The European Union and the German Federal Ministry of for Economic Cooperation and Development (BMZ), through its transboundary water management programme in the SADC region, have agreed to support the implementation of Lesotho's National Integrated Catchment Management programme through a technical cooperation project to be implemented by GIZ. With an investment of Euro 28 million from the EU, Euro 6 million from BMZ and cofinance of Euro 5 from the Government of Lesotho, this project will focus in its first year (2020) on building a multi-stakeholder partnership for implementation of ICM at national level, developing a harmonized policy and regulatory framework for ICM (in particular, finalizing the governance structure for ICM and nationally-adopted guidelines for ICM planning); capacitating institutions (through training and the development of ICM plans); and building the foundations for a national ICM knowledge management and gender mainstreaming system. In later years it will implement practical ICM measures in 6 prioritized sub-catchments to address land degradation, build climate resilience and support the development of sustainable livelihoods.

Reducing Vulnerability from Climate Change in the Foothills, Lowlands and the Lower Senqu River Basin (2015 – 2021)

37. The MFRSC is currently implementing the GEF-LDCF-financed, UNDP-supported project on *Reducing Vulnerability from Climate Change (RVCC) in the Foothills, Lowlands and the Lower Senqu River Basin*, a 6-year programme that began in 2015, with a grant of $8,398,172 and government co-financing of $27,000,000. The objective of the project is to mainstream climate risk considerations and adaptation measures into the Land Rehabilitation Programme of Lesotho (LRP) for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks. This is delivered through five main outcomes. Outcomes 1 and 2 focus on institutional capacity; outcomes 4 and 5 on mainstreaming climate resilience principles and practices into national and sectoral policies; and Outcome 3 on implementation of climate-smart agriculture and landscape rehabilitation measures over some 50,000 ha in the Mohale's Hoek area. The project is using Farmer Field Schools as the key vehicle for capacitating land users to adopt climate smart and SLM measures.

FAO-GEF/LDCF project on Strengthening Capacity for Climate Change Adaptation through Support to Integrated Watershed Management Programme in Lesotho (2015 – 2018)

38. This four-year project, with a GEF-LDCF grant of $3,592,694, was approved for implementation in February 2015. The government of Lesotho pledged co-financing of $ 8,437,000. Its objectives were two-fold: 1) to implement sustainable land and water management practices (SLM/W) and resource-conservation measures in selected watersheds, to reduce vulnerability and enhance adaptive capacity at community level; and, (2) to strengthen diversified livelihood strategies focusing on crop, livestock, and agro-forestry systems at community level in selected watersheds in the three most vulnerable livelihood zones. This was among the first projects outside the water sector to emphasize a watershed management approach to addressing the land degradation problem. Its focus has been on improving resilience and adaptation of the agriculture sector, but it did not benefit from the water-sector priorities currently being elaborated in the EU-supported work on Integrated Catchment Management (which will start in 2020).

European Union (EU) and Swiss Development Corporation-funded FAO Land Cover project (2016)

39. The goals of this project were to generate a Land Resources Database (LRD) for Lesotho, enriched with existing, ancillary spatial data; produce a Land Cover map for Lesotho using a locally generated and adapted legend; provide detailed base information; and support projects, research and new applications in Natural Resources Management, Risk Management and Agriculture. Through this work, a *Land Cover Atlas of Lesotho* (2106) - including land cover maps, with supporting statistics and metadata - has been produced for all districts, community councils and sub-catchments. The data and maps can be used to: analyze land cover change analysis of agriculture, forestry, rangeland, urban areas; generate disaster risk maps; perform erosion assessments; inform rangeland monitoring; assess change in above-ground biomass; inform the development of monitoring frameworks for ICM initiatives and develop land resource information systems.

Land Degradation Neutrality Target-Setting Programme (2018 – 2025)

40. The objective of this programme is to set the Land Degradation Neutrality (LDN) targets for Lesotho. It is supported by the Global Mechanism of the secretariat of the UNCCD, working in collaboration with multiple international partners. The country has already set its National Voluntary LDN Targets which will be met largely in the Lowlands and Foothills, where the majority of the land is used for cropping and settlements are concentrated. The target is to improve soil organic carbon in all land classes. The specific targets to avoid, minimize and reverse land degradation are: i) Improve productivity and soil organic carbon stocks to 2 percent in all land classes by 2030 as compared to 2015; ii) Rehabilitate 600,000 hectares of degraded land to functionality by 2030; iii) Convert 135,600 ha of brush-land back to rangeland by 2030 as compared to 2015; iv) Halt the conversion of forests and wetlands to other land cover classes by 2022; v) Increase forest cover by 61,325 ha by 2030 as compared to 2015; and, vi) Reduce the rate of soil erosion and sealing (conversion to artificial land cover) by 20 percent by 2030 as compared to 2015.

41. The proposed Sebapala Watershed project builds on this strong baseline of investment in aligned initiatives and will pilot implementation of knowledge based IWM plans in the project area, informed by the lessons generated by the baseline, and building on the partnerships they have established.

Long-term Vision and Barriers

42. The long-term goal of this project is to safeguard the ecological functionality and biological productivity of the Sebapala Watershed, and ensure that the people in this watershed, and Lesotho more broadly, benefit from the conservation, use and sustainable management of its land and water resources. This will be achieved by adopting an integrated catchment management approach (See Box 1), that creates the conditions for land- and water-resource users, managers and decision-makers to plan and work together to restore, reduce, and avoid land degradation in the Sebapala Watershed, through uptake of Sustainable Land and Water Management (SLWM) practices. Because the solutions to the problems of land degradation and low land productivity are many and complex, they can only be effectively addressed when implemented in the context of a holistic framework, such as the integrated catchment or watershed approach.

Barriers to adoption of an integrated management approach in the Sebapala Watershed

43. There are three key barriers to adoption of integrated watershed management for resilient livelihoods in the Sebapala Watershed. These are: a) Technical institutions, local authorities, community institutions and land managers have limited skills and institutional capacity to coordinate cross-sectoral action, develop and enforce policies and regulations, and undertake transparent planning for integrated management of watersheds. b) Land users lack practical skills and knowledge to address local-level environmental challenges and climate risks, leading to limited investments in and uptake of sustainable land and water management practices; c) Monitoring, evaluation and knowledge management systems for ICM at the watershed level are lacking, and gender mainstreaming is limited.

Barrier 1: Technical institutions, local authorities, community institutions and land managers have limited skills and institutional capacity to coordinate cross-sectoral action, enforce policies and regulations and undertake transparent planning for integrated management of watersheds.

44. Effective implementation of integrated watershed management requires Inclusive and participatory planning, effective collaboration across sectors and institutions, and supportive policies and regulations that are integrated across the land and water management sectors. Although great strides have been taken in recent years to develop national policies, partnerships, guidelines and institutional mechanisms to facilitate uptake of the integrated catchment management approach at national level, these interventions are still in their early stages.

45. At national level, entrenched sectoral approaches and policies mean that ICM as an approach for addressing degradation of and water resources continues to be seen as the responsibility of the water sector only, and collaboration between the water and land management sectors remains limited. Responses to land degradation remain fragmented, cost ineffective and inefficient, with little impact where it matters most (i.e. at the land-use level and in production landscapes where degradation occurs).

46. The mandates of the key line ministries – in particular, the Ministry of Forestry, Range and Soil Conservation (MFRSC); the Ministry of Water (MoW); the Ministry of Agriculture and Food Security (MFAS); and the Ministry of Tourism, Environment and Culture (MTEC) – require them to take deliberate steps to address land degradation as an environmental challenge. However, the lack of collaboration at planning and implementation stages reduces the impact of the individual investments made by each institution, and leads to inefficiencies and weak results with limited impact. This, in turn, does not promote learning and uptake of integrated approaches by local-level stakeholders in the affected landscapes.

47. Inter-sectoral coordination and collaboration at the District Council level is limited by: (i) conflicting or overlapping institutional mandates; (ii) insufficient allocation of financial resources to relevant departments; (iii) limited information and data-sharing among technical institutions; (iv) inadequate consultation with local resource users; and (v) a lack of planning instruments and action plans that enable consistent management across administrative units (e.g. a community council or district). Land Use and Development Plans (LUDPs) partially mainstream environmental sustainability criteria, but they are not adequately implemented, and they generally lack gender-sensitive and inter-cultural approaches.

48. At the local scale, responsibility for use and management of natural resources is devolved to Chiefs and other community leadership structures (such as grazing associations). Whilst this is a strong model for empowering communities as custodians of the landscape, this centralized model can result in different parts of the same watershed being managed in widely differing ways. Community Councils (CC) and Chiefs should work with the community to regulate the use of natural resources, while promoting their conservation, and these two institutions should assist community-based organizations by developing by-laws and regulations in collaboration with line ministries. Although there is good political support from both the traditional and formal government institutions for this collaboration, the traditional institutions have limited capacities (skills, information, resources, negotiation skills), which weakens their capacity for effective collaboration and participation.

49. There are several legal instruments and traditional systems available at the local level to govern management of natural resources and empower community institutions, such as grazing permits and rotational grazing schemes, these are losing effect, and are largely ignored in day-to-day operations - partly due to weak enforcement and partly because the majority of people are unfamiliar with them. Although the jurisdiction over land by the Principal Chiefs is recognized and respected by government structures, there is inadequate collaboration and dialogue between local authorities and communities in management of natural resources.

50. At the watershed and sub-catchment levels, all of these institutions have insufficient information on the status of ecosystems and the impacts of various land management options, and limited capacity for generating such information for use in planning processes. In particular, insufficient knowledge and appreciation of the value of wetlands and ecosystem services provided by the watershed, results in limited prioritization of wetland conservation in sector plans and livelihood decisions. The wide variety of products and services that can be derived from a sustainably managed Sebapala landscape are not yet understood, or properly valued, in markets. Land use and livelihood decisions are therefore being made without this knowledge, increasing the likelihood of land-use decisions that lead to negative outcomes[29].

Barrier 2: Lack of practical skills and knowledge among land users to directly address local- level environmental challenges and climate risks, leading to limited investments in and uptake of sustainable land and water management practices:

51. Land users perceive the concept of integrated watershed management to be complex, and a demonstration of it working in practice is necessary to generate buy-in and support. However, the lack of capacity and institutional mechanisms described under Barrier 1, above, has meant that there has been inadequate

[29] More details in Institutional Assessment Report: Chapter Three of the Baseline Assessment Report in Annex 16.

demonstration of an integrated watershed management model functioning on the ground, and implemented in an inclusive and gender-responsive manner.

52. The integrated watershed management planning process will select multiple strategies and practices that can be used to remediate land and water-resource degradation. While many of the interventions will be straightforward and practical, the conditions for their adoption within the integrated watershed management approach are currently absent in the Sebapala Sub-catchment and surrounds. For example, although a large array of sustainable land and water management, rangeland and forest rehabilitation innovations have been developed (some by smallholder farmers), the extension services that are critical for scaling-up these initiatives are under-staffed and under-funded, and have limited resources, knowledge and skills to promote the uptake of these measures at scale. There is an urgent need to improve efficiency and resilience of agricultural production systems, through improving processes such as soil and nutrient management, water harvesting and processing, and supply chains linked to harvesting natural resources. However, the majority of farmers lack the technologies and incentives required for the uptake of these practices.

53. People living in the Tosing Community Council have vast stores of traditional knowledge and practices which they have applied over years to manage natural resources in support of their subsistence livelihoods. However, these practices are inadequate to deal with the current rate of degradation, the escalating impacts of climate change, and the knock-on effects of changing lifestyles, altered market forces and pervasive poverty. Sustainable Land Management technologies and climate-smart agriculture are well-established in Lesotho, and have been piloted – with demonstrable benefits - in numerous locations across the country, but, there has been limited knowledge and skills transfer between different areas, and uptake in the Sebapala Watershed has been limited. Land users currently lack the knowledge and skills needed to adopt improved farming and rangeland management, avoid and prevent degradation through adoption of soil and water conservation measures, restore and protect wetlands and use water more productively.

54. The profitability of existing agro-pastoral livelihoods is limited due to the declining productive capacity of the land, the small scale of farming, and use of traditional technologies which limit yields and render farmers vulnerable to climate risks. make farming practices marketing knowledge and capacity, underdeveloped value chains, inadequate market infrastructure, and limited access to finance. There is hardly any private sector engagement in the sub-catchment, and the small number of investors available is not sufficiently aware of opportunities for agro-processing and other investments in the area. Consequently, both poverty levels and unemployment are high, especially among the youth. Individual farmers and resource-user groups currently have weakly developed business-management skills and lack the confidence and capacity to form business partnerships. These factors present impediments to the uptake of new farming technologies.

Barrier 3 – Monitoring, evaluation and knowledge management systems for ICM at the watershed level are lacking, and gender mainstreaming is limited:

55. Lesotho has benefited from decades of interventions to address environmental problems – including through successful application of sustainable land management approaches to address land degradation – yet there is limited learning from past experiences or knowledge transfer from one intervention to the next or between communities, land-user groups and decision-making authorities. This knowledge gap is created largely by weak monitoring and learning systems that fail to capture and share knowledge and experiences, and a lack of bottom-up systems for making this possible. This is worsened by the limited presence of technical government institutions outside of the large District Headquarters and the capital. The transfer of authority over land and natural resource governance from the traditional leaders to central government institutions in the 1960s has led to further disintegration of local- level knowledge systems, and weakening of the resilience of local institutions, and the communities they serve.

56. Access to and control over natural resources always has a gender dynamic to it, as do the costs and benefits of interacting with the environment and natural resources. The gender assessment carried out during the project formulation [30] found that in the Sebapala Sub-catchment: a) households manage their natural

[30] Annex 16: Baseline Assessment Report – Chapter 3: Gender and knowledge systems Assessment

resources based on social norms and practices that determine the gender-division of labour; b) poverty is particularly acute among women and female-headed households, and inequality between the sexes is largely rooted in tradition and a culture of patriarchy, in which inheritances are still organized around male lineage; c) there was low involvement of women in decision-making processes: for example, although collection of water and biomass is the responsibility of women and girls, decisions to allocate use of forests is the responsibility of men through the associations in which they form the majority. In addition, although women dominate crop production, the decisions on the farming patterns are made by men, except in female-headed households; d) women and children spend up to 85 percent of their time collecting wood and water and, on average, make three collection trips per week[31]. This results in an economic loss of productive time for women and loss of time children can spend on education-related activities.

57. Women play an important role in agriculture and provide a clear opportunity for the widespread uptake of climate-resilient agricultural practices. However, there is a gender gap in agriculture, which contributes to the low productivity and growth of the country's agricultural sector[32]. This gender gap is driven by inequitable power relations and access to productive assets between men and women, occurring as a result of an institutional and policy environment that does not provide adequate resources to implement the provisions of the country's gender mainstreaming strategies. In particular, women face challenges in accessing productive resources, services and technologies necessary for investing in climate-resilient agriculture, such as extension services and agricultural equipment/machinery, education and time-saving technologies in the face of unrecognized and unpaid care-work. This is exacerbated by poor access to primary health services.

3 STRATEGY

58. It takes a short time to degrade rangelands and wetlands, but recovery takes dedicated hard work over long time spans, during which the prevailing socio-ecological conditions will be subject to change. To generate sustainable outcomes with lasting benefits over the longer term requires adaptive implementation pathways that are: informed by the best available science and knowledge, underpinned by participatory learning processes (through which information is gathered and analysed), followed by continual adjustments to actions based on what has been learned.[33]

59. Recognizing this, the **project strategy** is centred on an Integrated Catchment Management approach (see Box 1) to put in place plans, systems and capacities to catalyze and sustain the integrated landscape management practices required to shift the Sebapala Watershed and Sub-catchment towards land degradation neutrality. Under this approach, stable institutional arrangements for watershed-governance will be put in place, and stakeholders will be equipped to identify, interpret, address and manage drivers of landscape degradation in their watershed, through adaptive application of sustainable land and water resource management measures and effective knowledge-sharing.

60. In line with the project's **Theory of Change** (Figure 2), this will be achieved through four impact pathways: Pathway 1, will remove barriers to collaboration between the land and water management sectors and different land users, through participatory development of planning instruments that enable multiple stakeholders to agree on common management objectives for the watershed, reduce land-use conflicts, identify options and actions to address landscape degradation and productivity, and monitor their impact;

[31] Annex 16: Baseline Assessment Report – Chapter 3: Gender and knowledge systems Assessment

[32] A recent assessment (UN Women, UNDP, UNEP, and the World Bank Group: 2015. The Cost of the in Agricultural Productivity: Costing the gender gap in Malawi, Tanzania and Uganda) estimated a 28% unconditional[32] gender gap in agriculture leading to a 7.3% reduction in crop production, which is 6.1% of agricultural GDP (or about $90 million) or 1.85% of total GDP (or approximately $100 million). Basing the estimates on the conditional gender gap of 31% increases the costs of the gap to 8.1% of current crop output, or 6.7% of agricultural GDP, or 2.1% of total GDP (or about $110 million). In Malawi, closing the unconditional gender gap equates to a 2.2% reduction in the poverty headcount, which is equivalent to more than 238,000 people being lifted out of poverty each year.

[33]: 'O Connell, D; Abel, N; Grigg, N; Maru, Y; Butler, J; Cowie, A; Stone-Jovcich, S; Walker, B; Wise, R; Ruhezwa, A; Pearson, L; Ryan, P; Stafford Smith, M. (2016). Designing Projects in a rapidly changing world: Guidelines for embedding resilience, adaptation and transformation (RAPTA) into sustainable development projects – a STAP Advisory Document. Version 1, Global Environment Facility, Washington D.C.

Pathway 2: will address the current deficiencies in the local regulatory framework for ICM, and will build the institutional capacities and skills-based to adopt the integrated watershed approach, enforce regulations and implement IWM action plans. Pathway 3: will empower communities as the principal agents of change to bring at least 34,500 ha under improved landscape management practices, including through rehabilitation of degraded sites and prevention of future degradation in all landscapes across the watershed; and, Pathway 4: will ensure that widespread knowledge-sharing, participatory monitoring, and gender empowerment creates the conditions for adaptive management, ongoing uptake, and scaling up of sustainable alnd and water management practices across the Sebapala watershed and elsewhere in Lesotho. These impact pathways will deliver the four project Outcomes.

Box 1: Integrated catchment management (ICM)[34]- a definition and principles for practical application

Integrated Catchment Management (which is a subset of Integrated Landscape Management), approaches sustainable resource management from a catchment perspective. It does artificially separate land and water resource management issues, and takes consideration of all environmental, economic and social issues within a drainage basin (catchment, or watershed) to develop management solutions. It seeks to achieve a sustainable balance between the use and protection of all environmental resources within a catchment, and to grow a sustainable society by building partnerships between all stakeholders, across sectors and institutions, in planning and management processes.

ICM is: (1) a **systems approach** which recognizes the individual components as well as the linkages between them, and addresses the needs of both the human and natural systems; (2) an **integrated approach**, rather than a *comprehensive* one, in which attention is directed towards key issues of concern identified by all stakeholders in the process; (3) a 'people-oriented', **stakeholder approach** which recognizes the importance of involving individual citizens and landowners, as well as government agencies and businesses, in a participatory process to define all decisions around conservation and use of natural resources; (4) a **partnership approach** which promotes the search for common objectives, and defines the roles, responsibilities and accountabilities of each agency and individual who participates in the process of decision-making; and (5) a **balanced approach** in which close attention is given to decisions designed to achieve a sustainable blend of economic development and protection of resource integrity, whilst meeting social norms and expectations, including consideration of gender equity and representation of vulnerable groups

ICM combines a philosophy or approach to resource management, with a participatory, management process to yield a product, strategy or plan.

In the **practical application** of the ICM approach, six factors must be borne in mind:

(i) effective co-ordination of land and water management may have to extend beyond the normal "physical" boundaries of a single catchment;

(ii) all landowners and other stakeholders can and should play a significant role in ensuring effective resource management;

(iii) the relationships between stakeholders should be based on trust, with long-term commitment to, and continuity of, the catchment management process;

(iv) the definition of catchment boundaries may have to be flexible, depending on the definition of common issues of concern to stakeholders;

(v) specific institutional arrangements may have to be flexible and adaptable within different catchments, to suit the particular circumstances of each situation; and,

(vi) whilst ICM is a long-term process, realistic short- and medium-term goals are also necessary.

These principles have been applied in the design of the Sebapala Integrated Watershed Management project.

[34] Adapted from Ashton, P. Integrated Catchment Management: balancing resource use and conservation

61. The **Outcomes** of the project are: **Outcome 1**: Integrated Watershed Management Plan with community action plans, facilitates landscape restoration, soil and water conservation, and Sustainable Land Management practices in the Sebapala Watershed (Impact Pathway 1); **Outcome 2**: District-level technical officers, local authorities, and resource management institutions capacitated to implement integrated watershed management plans and enforce rules to prevent land and ecosystem degradation (Impact Pathway 2); **Outcome 3** Integrated Watershed Management practices effectively implemented over at least 34,500 ha in the Sebapala Watershed, with ecosystem and livelihood benefits (Impact Pathway 3); and, **Outcome 4**: Lessons learnt through gender mainstreaming, knowledge management and participatory monitoring and evaluation are used to promote SLWM in the wider Sebapala catchment and nationally (Impact Pathway 4).

Assumptions

62. The Theory of Change is premised on nine sets of assumptions (summarized in Table 1, below) which must be fulfilled for delivery of the intended outcomes. Where these assumptions may give rise to risks, risk mitigation strategies have been developed and these are outlined in the risk management section of the Project Document, and the SESP (Annex 5).

Table 1: Key Assumptions Underlying the Theory of Change

Group of assumptions	Assumptions
A1 – Delivery of Outcome 1	• Key stakeholders will easily reach agreement on IWM objectives and plans, under the special conditions of high levels of poverty combined with high dependency on natural resources and vulnerability to impacts of climate change. • The current levels of support from authorities and other stakeholders for IWM and SLM will increase.
A2 – Delivery of outcome 2	• Capacity building programs can overcome the effects of understaffing, and overloading of the few officers who have too much work, and can counter high staff turn-over in the institutions responsible for natural resources management. • Recognizing that legal and policy reforms take a long time in Lesotho, it is assumed that the review of legal instruments governing natural resources management and formulation, approval and enactment of new ones (if required) will not be overly delayed by bureaucratic procedures, and will take place within the appropriate timeframe for effective implementation of the project • The inter-sectoral, multi-stakeholder institutional framework for IWM will have appropriate staff and funding from the Government to ensure its effective functioning post-project, so that institutional failure will not threaten the sustainability of the project results
A3 – Delivery of Outcome 3	• Relevant stakeholders will be willing to adopt the principles of IWM agreed via the planning process, in their regular day-to -day natural resources management, livelihood activities and business transactions and processes, thereby ensuring broad implementation of the Master Plan using regular budgets. This will mitigate against bureaucratic procedures slowing down mainstreaming processes. • Budgets of those institutions adopting the principles of IWM in their regular day-to-day natural resources management processes are realized.

A4 – Delivery of Outcome 4	• Effective advocacy and the gender strategy will overcome deeply entrenched patriarchal system of decision-making regarding natural resources management, to bring about changes in gender relations and empower women. • The approaches adopted in this short term intervention (i.e. the project) can overcome deeply entrenched practices and create the willingness required for effective and beneficial KM, learning and adaptive management. • The budgets for M&E in the stakeholders/partner programmes will be realized during project implementation, and beyond, to support M&E and KM effectively.
A5, A6, A7 and A8 – To deliver the objective	• No extreme climate events (droughts or floods) will occur in the duration of the project, or, the prevailing climatic conditions will, at least, not worsent during the initial years of implementation, so that the measures introduced by the project will be able mitigate negative impacts of unusual climate events that may take place in future. • No political unrest or sudden changes in inflation and value of the currency. • Relevant stakeholders do not experience budget shortfalls and all promised co-finance is made available, and, together with the project resources, will be adequate to shift the barriers to collaboration and inter-sectoral coordination and enable effective demonstration of IWM and mainstreaming of the approach into other relevant sectors
A9 – cross-cutting	It is assumed that the government and other stakeholders will continue to provide the required financial and technical resources (which will be quantified in the project sustainability plan, or exit strategy, to be formulated in the second year of implementation) to continue with the gender-inclusive and participatory implementation and monitoring of the IWM plans/strategies. (This is particularly important because rangelands, wetlands and forests take a long time to recover; hence IWM should be a continuous, iterative process).

Alignment with the GEF focal area strategy

63. The project strategy is in line with the GEF 6 Land Degradation Focal Area Strategy, LD-1: Agriculture and Rangeland Systems -- Maintain or improve flow of agro-ecosystem services to sustain food production and livelihoods. It has particular relevance to Program 1: Agro-ecological Intensification, specifically targeting the outcome 'integrated watershed management, including wetlands where SLM interventions can improve hydrological functions and services for agro-ecosystem productivity. It contributes to the LD Focal Area indicator 1.1: Land area under effective agricultural, rangeland and pastoral management practices and/or supporting climate-smart agriculture.

Incremental cost reasoning and expected contributions from the baseline, the GEFTF and co-financing and the global environmental benefits

64. Although the Government of Lesotho has fully embraced the concept of ICM, implementation of the National ICM Programme is still in its early stages and its principles, guidelines and action plans have yet to be tested. Under the 'business-as-usual' approach, entrenched sectoral approaches mean that ICM as a vehicle for addressing ecosystem degradation is seen as the responsibility of the water sector only, and collaboration between the water and land management sectors remains limited. Under this scenario, responses to land degradation will remain fragmented, cost ineffective and inefficient, with little impact where it matters most (i.e. at the land-use level and in production landscapes where degradation occurs).

65. In the Sebapala Watershed, a limited skills base for IWM, an under-developed regulatory framework, and low enforcement capacity presents an obstacle to efforts to address land degradation in an integrated way that

has legal standing. Although there is a well-established system of community institutions that have responsibility for regulating and managing land use, there is little catchment-wide coordination, or mechanisms for knowledge-transfer and lesson sharing, and many of the institutions have high organizational development needs. Under this scenario, effective implementation of integrated watershed management as a management framework, and on-the-ground implementation of improved land-use practices is limited. Under this scenario, the capacity of ecosystems to deliver critical goods and services will continue to decline, reducing the productivity of land with negative impacts on the sustainability and profitability of agro-pastoral livelihoods. Water and food security will continue to decline – especially in the face of climate change – and poverty will worsen, further driving the process of landscape degradation.

66. Under the **alternative scenario** enabled by the GEF incremental investment, the project will remove barriers to vertical and horizontal collaboration between the land and water management sectors, different land users and other relevant stakeholders in government institutions, community structures, civil society, academia, and the private sector. The GEF-supported project in the Sebapala Watershed will be of the first to test the principles, guidelines and governance mechanisms advanced through the National ICM Programme, and will contribute important lessons that can be used to inform scaling up elsewhere in the country.

67. Under Outcome 1, the project will provide the plans, skills and institutional mechanisms that will : (i) enable stakeholders to agree on integrated watershed management objectives for the Sebapala Sub-catchment and develop an IWM Master Plan that integrates land and water resource management; (ii) develop and implement community action plans, that enable ongoing learning, and catalyze the process for halting land degradation arising from unsustainable land-use practices, restoring degraded areas and avoiding future degradation; (iii) contribute to establishment of a stable and long-term system of integrated landscape governance to ensure sustained implementation and monitoring of sustainable land and water management by land users.

68. Under Outcomes 2, 3 and 4, the GEF alternative will be to: (i) capacitate district-level technical officers, local authorities and resource management institutions to plan for and implement IWM and enforce relevant regulations to avoid landscape degradation; (ii) strengthen existing community-level resource–user groups, and establish new ones (such as Farmer Field Schools), to enable more robust, holistic and socially-inclusive landscape governance and create a platform for engagement between community structures and government officials; (iii) provide practical skills-training to all land users and managers to enable uptake of SLM/IWM technologies in order to: rehabilitate degraded rangelands, cultivated lands and other degraded areas; bring grasslands, shrublands, wetlands and riparian habitats under proactive soil and water conservation measures to prevent future degradation; place productive land under improved practices; and, implement integrated water resource management to increase water supply in support of improved food production and human well-being.

69. The project will contribute contribute to achievement of **global environmental benefits** by providing the enabling framework for bringing 121,966 ha of land in the Tosing Community Council, under improved management, through development and uptake of the Integrated Watershed Management Plan for the Sebapala Watershed, and its associated Community Action Plans. It will bring at least 34,500 ha directly under improved landscape management practices through: introduction of SLM over at least 8,000 ha of cultivated lands; restoration of at least 15,000 of degraded rangelands; restoration and protection of 1,500 ha of wetlands and riparian habitats; and introduction of soil and water conservation measures over 10,000 ha of grasslands and shrublands.

70. The project will deliver direct benefits to at about 15,000 people (half of which will be female) through pilot projects in which on-the-ground measures will be implemented; and indirect benefits to the majority of residents of the Tosing Community Council, through the participatory development of the Sebapala IWM Master Plan.

71. These results will also: (i) Contribute to improved local, regional and international water security in the critically important Orange-Senqu Catchment and a designated regional Strategic Water Source Area; (ii) Contribute to achievement of national land degradation neutrality targets through interventions that halt, restore and avoid land degradation, (adding to the contribution made to these targets by other GEF-financed

interventions in the Lower Senqu Catchment and elsewhere); (iii) Avoid habitat loss and ecosystem degradation in a globally-recognized biodiversity hotspot, the Drakensberg Alpine Centre of Endemism, which is home to numerous endemic and threatened species, and includes a unique system of bogs and wetlands (Alpine Heathlands), thus contributing to achievement of Targets under SDG 15 (Life on land).

72. Beyond the contribution made to delivery of global environmental benefits, and SDG 15, the project will also contribute to achieving Lesotho's commitments under the following Sustainable Development Goals (SDGs): 1 – No Poverty; 2 – No Hunger; 3 – Good Health and Well-being; 5 – Gender Equality; 6 – Clean Water and Sanitation; 13 – Climate Action; and 17 – Partnerships for the Goals.

Lessons that informed the design

73. Lessons from many projects have informed the design of this project, including all of those listed under the description of baseline projects. However, two programmes in particular, have provided key insights regarding the conditions required to enable uptake, sustainability and scaling-up. These are: (i) the EU-funded National Programme on Integrated Catchment Management (ICM) in Lesotho; and, (ii) the Orange-Senqu Strategic Action Plan and implementation projects.

74. The National ICM project has developed: a) A Compendium of soil and water conservation measures customized for the conditions in Lesotho and for various elevations (slope classes); b) Guidelines for the Development of Community-Based Watershed Management Plans; c) GIS-based maps for the 74 sub-catchments, including soil mapping. These will be critical resources informing implementation of the Sebapala Watershed project and development of its IWM Master Plan and Community Action Plans. In addition, the national programme has shown that unless local communities are actively engaged in planning processes, ICM is unlikely to succeed. For this reason, the Sebapala Watershed project will place heavy emphasis on ensuring full and meaningful participation by community stakeholders in both development and implementation of the IWM plans and interventions, and on strengthening community-level institutions to collaborate effectively within the new ICM governance structure that will be implemented under the EU/GIZ programme..

75. Lessons generated through the projects commissioned through ORASECOM[35] in the Orange-Senqu basin emphasize the importance of having sustainability plans. The project concluded that demonstration of improved practices alone is not adequate for the sustained uptake of such measures, especially post-project. Despite evidence of the benefits from conservation agriculture, for example, the transition to and uptake of these practices by farming communities is typically slow and limited; farmers tend to be risk-averse and stick to tried-and-tested farming practices that they and their forefathers have used for decades. Long-term extension support and networking with other communities and programmes are essential for enabling sustained uptake of new landscape management measures. For this reason, the Sebapala Watershed project, which has a time horizon of only four years, will strive to put in place the conditions necessary to generate short-term outputs and benefits and put in place the measures required to sustain longer-term outcomes. The development of a Sustainability Plan (or exit strategy) for each Outcome - including costed measures, roles, responsibilities and timeframes - will be initiated before the project mid-term. This will give stakeholders adequate time to engage in additional resource mobilization to ensure sustainability of results.

76. Similar lessons emerged from the FAO-led review of the TerrAfrica's Sustainable Land Management Portfolio of 36 projects conducted under the TerrAfrica Strategic Investment Programme for sub-Saharan Africa (SIP)[36]. Financed under GEF 4, the SIP aimed to develop capacities at all levels for a transition towards SLM. The lessons learned from the project show the importance and multiple benefits of integrated approaches based on all the three of the dimensions (economic, social and environmental) that contribute to key sustainability criteria: land productivity and food security; conservation and efficient use of resources; human and ecosystem resilience; and good governance/equity.

[35] ORASECOM (Orange–Senqu River Commission), 2014. Rehabilitating rangelands for healthy headwaters: Steps Basotho Communities are taking to reverse land degradation at the source of the Orange–Senqu River. Report 007/2014, produced by the orange–senqu strategic action Programme for ORaseCoM. Pretoria.

[36] FAO, 2015: Integrated Landscape Management: http://www.fao.org/land-water/overview/integrated-landscape-management/en/

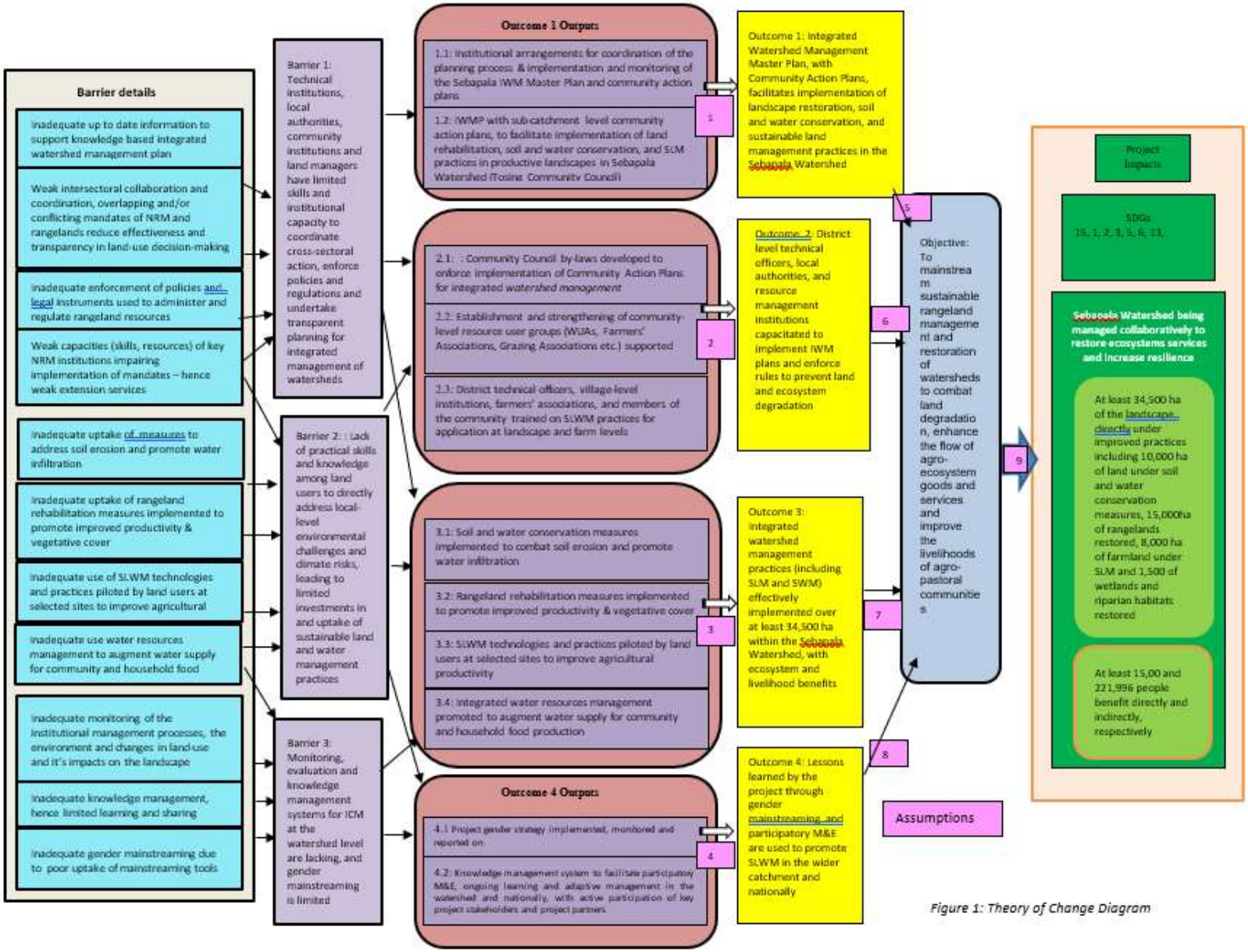


Figure 1: Theory of Change Diagram

4 RESULTS AND PARTNERSHIPS

77. The **objective** of the project is to mainstream sustainable rangeland management and restoration into the use of watersheds to combat land degradation, enhance the flow of agroecosystem goods and services, and improve the livelihoods of agro-pastoral communities in the Sebapala Watershed in the Lower Senqu Basin. Its **strategy** for delivering on this objective will be to strengthen conditions (plans, institutional capacity, practical skills, demonstration projects, knowledge management and M&E systems and gender mainstreaming) for enabling the uptake of sustainable and integrated management in the Sebapala Watershed.

78. The **results** will be delivered through four **outcomes**: a) Integrated Watershed Management Master Plan, with Community Action Plans, facilitates implementation of landscape restoration, soil and water conservation, and sustainable land management practices in the Sebapala Watershed; b) District- level technical officers, local authorities, and resource management institutions capacitated to implement IWM plans and enforce rules to prevent land and ecosystem degradation; c) Integrated Watershed Management practices (including SLM and SWM) effectively implemented over at least 34,500 in the Sebapala Watershed, with ecosystem and livelihood benefits; and d) Lessons learnt through gender mainstreaming, knowledge management and participatory M&E are used to promote uptake of SLWM in the wider Sebapala Watershed and nationally.

Outcome 1: Integrated Watershed Management Master Plan, with Community Action Plans, facilitates implementation of landscape restoration, soil and water conservation, and sustainable land management practices in the Sebapala Watershed

79. Under this Outcome, the project will deliver an evidence-based Integrated Watershed Master Plan for the Sebapala River Watershed (the planning domain for which will be the Tosing Community Council), Community Action Plans for the Sebapala Sub-catchment (SC54), and institutional arrangements for coordination of the planning process, implementation and monitoring of the plans. The outcome will be delivered through two outputs.

Output 1.1: Institutional arrangements for coordination of the planning process and implementation and monitoring of the Sebapala IWM Master Plan and community action plans

80. Under the National Integrated Catchment Management Programme, a proposed organizational structure for ICM governance and coordination has been developed, incorporating joint management committees, technical secretariats and coordination and implementation units that will operate at national, catchment, district council and sub-catchment level (See Figure 2). These institutional arrangements will be finalized, adopted and piloted during 2020 as a key output under the EU/GIZ technical support programme for implementation of ICM in Lesotho. It is likely that it will take some time for the relevant institutional arrangements to come into effect across all catchments.

81. Under Output 1.1, the Sebapala IWM project will put in place institutional arrangements to ensure that development of the IWM plans is informed by the best available knowledge and expertise, and follows a gender-responsive, well-coordinated and socially-representative participatory process. These arrangements wil help lay the foundation for, and feed into, future establishment of formal IWM governance structures, under the national programme.

82. Development of the IWM Master Plan (Output 1.2) will be carried out under the **leadership** of the MFRSC, with **technical guidance** provided by a Sebapala IWM Technical Planning Secretariat - this will be constituted under the project's Technical Advisory Committee, some members of which will also serve on the Technical Secretariat, with the addition of specially co-opted experts drawn from key knowledge communities (e.g. government, tertiary research institutions, NGOs and development agencies, local natural resource management institutions with relevant expertise, and other project teams). Women and youth should be adequately represented. Membership of the Secretariat should also include the project's Technical Advisor, a representative of the team implementing the EU/GIZ *Support to Integrated Catchment Management Project*,

and a suitable representative (or representatives) from relevant governance structures under the National Integrated Catchment Management Programme (See Figure 2), once these bodies are in effect[37].

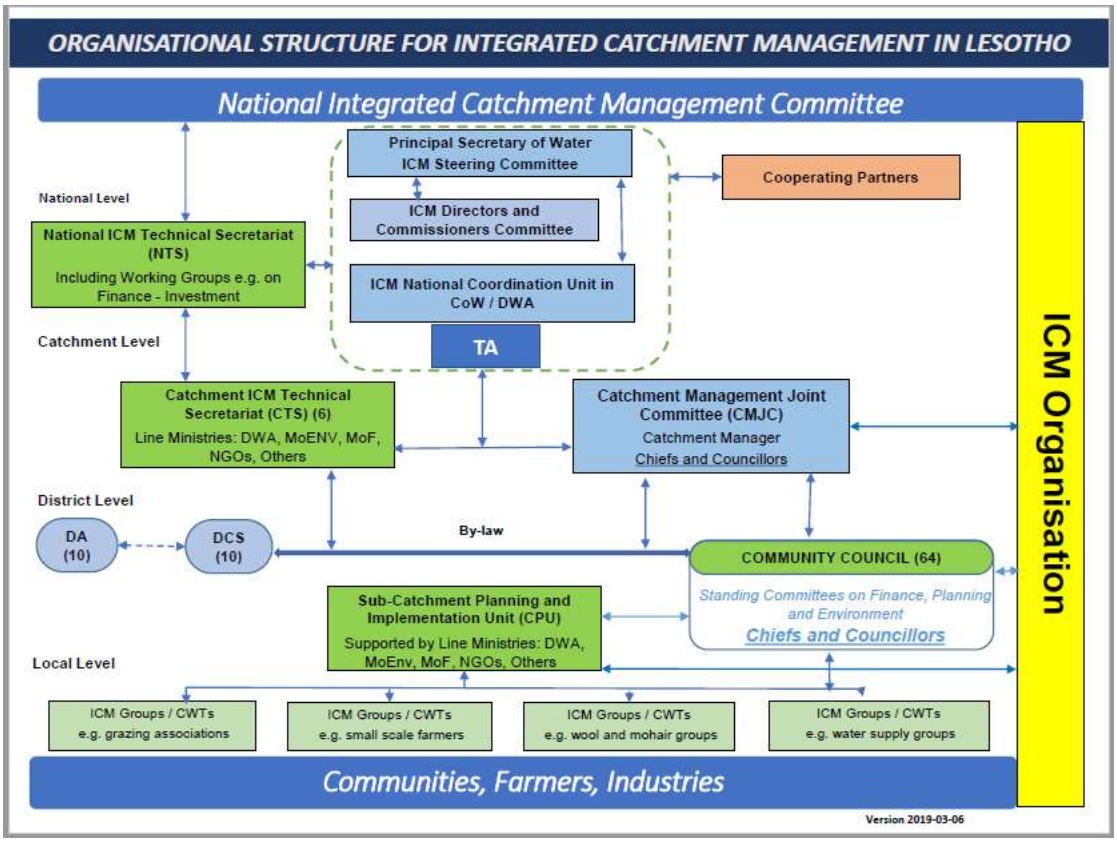


Figure 2: Organizational Structure for Governance of Integrated Catchment Management in Lesotho[38]

83. Stakeholder coordination and participation will be managed through establishment of a team of Stakeholder Coordinators, members of which will be identified through a consultative process. This Team (name to be chosen during inception) should comprise nominated/delegated persons from community organizations, land-resource user groups and other stakeholders in the watershed, who are mandated to represent the interests of their respective stakeholder groupings (with attention given to adequate representation by women, young people and other vulnerable groups). Whilst the stakeholder consultations will ensure the fullest possible participation by individuals, the Coordination Team will serve as the first point of interface and provide an efficient and effective channel through which communications can be directed and feedback can be channelled. The Coordinators will enable effective collaboration between groups, engagement with Community Council and District-level structures, and meaningful participation in new ICM governance structures (such as the Sub-catchment Coordination and Implementation Units) once these are established. The ICM Co-ordinators should be capacitated (Under Output 2.2) to support regular meetings of groups, coordinate the participation of different user groups in the IWM planning processes and champion the adoption of IWM measures and the Community Action Plans at grassroots level.

84. Once formal Sub-catchment Planning and Implementation Units (CPU) are established in the Sebapala Watershed, the project will ensure that members are fully briefed on the content of the plans and are

[37] The proposed organizational structure for governance of Integrated Catchment Management in Lesotho will be finalized and adopted during 2020, under the technical support programme funded by the EU and implemented by GIZ.
[38] Source: Government of Lesotho - Ministry of Water, Integrated Catchment Management Programme. Maseru.

effectively engaged in their implementation and monitoring, and will facilitate a smooth transition and knowledge transfer between the Technical Secretariat and Coordination Forum and the new, formal IWM governance structures.

85. Key activities for delivering this Output will include:

    a. During project inception, the Project Manager must conduct consultations to agree on the Terms of Reference and composition of both the Sebapala Plan Technical Secretariat and Stakeholder Coordination Forum, secure the participation of nominated/designated persons and constitute the two entities.

    b. Under leadership of the Project Manager, and with guidance from the project's Technical Advisory Committee (to be constituted during Inception), convene a joint working session of the two entities within the first two months of inception to: i) clarify roles and responsibilities, operating procedures, protocols for reporting and communication, and establish a workplan for development of the IWM Master Plan and Community Action Plans; (ii) ensure that all members are familiar with and understand the National Guidelines for ICM planning, the proposed institutional arrangements for ICM governance, and the work to be carried out within the first year of implementation of the National ICM programme – relevant persons from the Ministry of Water, the MFRSC and the EU/GIZ *Support to ICM* project should be invited to conduct the familiarization; and (iii) provide intensive gender mainstreaming training (to be delivered by a Gender Expert whose services will be procured on a consultancy basis (this is costed out under Outcome 4).

    c. Convene regular meetings of the Technical Secretariat and Stakeholder Coordination Forum, assist with logistical arrangements and keep records of all meetings.

    d. During the first year of operation, equip the members of the Stakeholder Coordination Forum to raise awareness among their constituencies about the IWM Master Plan, its purpose, intended outputs and benefits for communities, and promote their participation in the planning process.

    e. Conduct consultations and workshops with stakeholders to ensure that key decision-makers across all sectors at District and Community Council level are fully-briefed on the Sebapala IWM Master Plan.

    f. Provide technical support to the Sub-catchment Coordination and Implementation Unit (or equivalent entity), once this has been established, to ensure effective implementation and monitoring of the Sebapala IWM Master Plan into the future.[39]

    g. Working in close collaboration with the EU/GIZ technical support project, the Project Manager must serve as the point of interface between stakeholders of the Sepabala IWM Plan and the National Integrated Catchment Management programme for stakeholders in the Tosing Community Council.

***Output 1.2:* Integrated Watershed Master Plan, with sub-catchment level community action plans, to facilitate implementation of land rehabilitatin, soil and water conservation, and SLM practices in productive landscapes in Sebapala Watershed (Tosing Community Council)**

86. Under this output, the project will facilitate the development of the IWM Master Plan, for the Sebapala River Watershed, the boundaries of which are more or less aligned with those of the Tosing Community Council[40]. The IWM Master Plan will have effect over some 121,996 ha – all of which falls under the administrative jurisdiction of one Community Council, thus enabling consistent management across the full span of the watershed - and will ultimately deliver indirect benefits to 23, 839 people (11,786 males and 12,053 females).

87. Informed by various technical assessments, analyses, data and maps, and expert knowledge provided by the Technical Secretariat, the Master Plan will: define the geographic scope of the plan; describe the environmental, social, economic and institution characteristics of the watershed; articulate a vision and

[39] Although the Sebapala IWM Master Plan will be developed with full participation of stakeholders, members of the new sub-catchment governance structures may not all have participated in the process. Once they are appointed it will be important to provide practical guidance on monitoring implementation of the Plan.

[40] For practical purposes, the planning domain for the Sebapala IWM Master Plan will be aligned with those of the Tosing Community Council – this has the advantage that the plan will fall fully within the boundaries of one administrative entity.

strategic management objectives; identify and prioritize strategies and methods for addressing the issues; identify, prioritize and depict spatially suitable areas for cost-effective rangeland restoration, soil and water conservation, protection of wetlands, sustainable agriculture and other land uses; present a detailed implementation plan, including: (i) institutional arrangements for governance, collaboration and monitoring; (ii) a detailed monitoring and evaluation framework; (iii) a financing strategy and sustainability plan.

88. In keeping with the approach being adopted in Lesotho, Community Action Plans under the IWM Master Plan will be developed on a pilot basis for the five minor drainage basins in the Sebapala sub-catchment (SC54) – a 52,388 ha multiple-use landscape in which the headwater streams of the Sebapala River arise. Direct beneficiaries will include the 2,397 people (1,272M, 1,225F) who reside in SC54, and up to 13,000 other people (50%M, 50%F) who rely on the ecosystem goods and services provided by the sub-catchment, but who live outside of its borders in neighbouring parts of the Tosing Community Council.

89. The Community Action Plans will include similar contextual information to the Watershed Master Plan, but at sub-catchment scale (descriptive information, vision, management objectives, prioritized issues), and will also identify specific sites for implementation of practical measures to address ecosystem degradation, restore productivity of the landscape, and reduce vulnerability to climate risks. Drawing on the many resources that are available, the plans should describe: what should be done, where (depicted spatially), how and by whom; and the time and inputs (labour, budget, materials) required (both for start-up and maintenance); and indicators that can be used to assess effectiveness of the measures being applied. Institutional arrangements for coordination, monitoring and reporting at the sub-catchment scale should also be outlined.

90. The **approach** to developing the plans will be strongly participatory, with particular consideration given to ensuring meaningful participation by women, youth and other vulnerable or potentially marginalized groups (such as herders). It will bring together national-level institutions in different sectors (in particular MFRSC, MoW, MFAS, the MTEC and the MLGCA) with district- and local-level structures (i.e. District Council, Community Council and other local authorities, including chiefs and other traditional leaders), land users and communities at the sub-catchment and minor drainage-basin level to: (i) discuss, the importance of the landscape for each of the stakeholders and sectors and how the actions of one stakeholder group of sector can influence the interests of others, either positively or negatively; (ii) identify drivers of change, pressure-points, impacts, threats and their linkages in the landscape; (iii) formulate a common vision and strategic management objectives for the watershed; (iv) develop potential solutions to the challenges, and identify opportunities for collaboration to balance different interests and minimize conflicts; (v) Identify capacity-development and needs to support implementation of the IWM plan, and associated community action plans; (vi) and contribute to the development of a participatory M&E system.

91. The planning process will follow the national guidelines and protocols for Integrated Catchment Management planning in Lesotho, and use nationally-adopted data- capture templates for ICM planning,[41] customizing them for use in the Sebapala Watershed where appropriate – this will be done in the interests of methodological consistency and to facilitate direct data-sharing between ICM planning processes taking place in different watersheds and sub-catchments in Lesotho.

92. The **technical planning, and associated technical assessments and analyses**, will be facilitated out by a suitably-experienced NGO, company or team of consultants (which may combine national and regional/international experts), whose services will be contracted through the project. This team will work in close collaboration with the PMU, government and other key counterparts to ensure that: (i) institutionally-embedded knowledge and experience informs the plans, supplemented by new evidence gathered through the planning process; (ii) existing institutional capacity (e.g. for GIS)[42] is effectively leveraged and enhanced

[41] Although currently in draft form, these will be finalized and endorsed during 2020, under the EU-funded, GIZ-implemented "Support to Integrated Catchment Management ïn Lesotho Project." The draft guidelines are available in: Puri, S. (2016). Development of Catchment Management Plans: Summary Guidelines, Design of Plans, Roadmap for Implementation of Plans, and ICM technologies for classified catchments. Technical Report prepared under the EU-supported Integrated Catchment Management project.

[42] For example, the MFRSC has GIS capacity, which has recently been strengthened through the GEF-financed, UNDP-supported reducing Vulnerability to Climate Change project.

through the planning process; and (iii) existing data sets and resources that have been generated through related initiatives are effectively used (including, among others, the Land Cover Atlas of Lesotho developed by FAO, and its associated metadata; various technical reports generated through the ORASECOM project; guidelines and technical data that have been developed in the preparatory phase of the EU/GIZ *Support to Integrated Catchment Management Project*; the2016 Vulnerability Mapping carried out for Tosing Community Council). The Project Manager will play a central role in collating relevant technical material and documentation to feed into the planning process.

93. The plans and their supporting documentation and data should be made available in formats that are easily accessible and user-friendly for different stakeholder groups. These could include: an open-access web-based platform (desktop application), for use by technical officers and practitioners who may need to access metadata and interact with the zonation map and use the plan for technical purposes; a mobile application (App) for use on mobile phones or tablets – which will be suited for use by field officers and extension staff who will be monitoring implementation and supporting land user groups; and non-electronic formats for use by rural land users who have limited access to technology - for example, a set of printed wall maps (land-use zonation maps) accompanied by a printed 'pocket guide' (what to do, and how), which could also be made available in SeSotho. These products could be developed under the same consultancy that will facilitate the planning, or could be delivered under a separate consultancy.

94. Overall **co-ordination** of the process and **stakeholder engagement** will be facilitated by the project's PMU, which will also provide administrative services to the Technical Secretariat and will be responsible for ensuring an effective review process for the draft plans.

95. Key activities for delivering this Output will include:

a) Guided by the IWM Technical Planning Secretariat, develop the TOR for procurement of the NGO, company or consortium of consultants who will be responsible for facilitating development the IWM Master Plan and Community Action Plans; this service provider must be appointed within the first quarter after project inception. (The Project Manager will take lead responsibility for this). The team should be appointed by the start of the second quarter of Year 1.The terms of reference for the planning process should include, at least, the following **minimum set of activities**:

Delineation and characterization of the watershed:

- assessment of biophysical features, such as climate, geology, topography, soils, water quality and quantity (in terms of infiltration, rates and runoff), natural vegetation, fauna, land cover and land suitability for different land uses
- detailed stakeholder analysis
- assessment of socioeconomic conditions and livelihoods analysis, addressing, for example, demographics, major resource-user groups, farming systems, access to land, land uses, major economic activities and sources of income, markets, social infrastructure, local institutions and service providers, and relevant policies and laws;
- watershed mapping and zoning to visualize current land uses, the extent and severity of degradation, and map future scenarios
- develop future scenarios, with a cost-benefit analysis of different interventions

Stakeholder consultation and action research for development of a common vision and objectives for the watershed, joint problem analysis, the identification of solutions, and opportunities for immediate field-testing and validation of improved practices in each area; (the planning team should undertake a comprehensive stakeholder analysis for the whole of Tosing Community Council at the start of the assignment);

Assessment of resource and capacity-development needs: Identification of enabling conditions and inputs for uptake of practices (human and financial resources, equipment and infrastructure, legal instruments cost-benefit analysis of different interventions in the local context);

Visoning and objective setting: work with stakeholders to develop a common vision and strategic management objectives for the watershed, and identify short-term outputs and longer-term outcomes;

Development of a participatory M&E Framework including indicators and targets; timeframes; institutional arrangements; costed actions; reporting formats; requirements (including legal instruments) to ensure that principles of IWM and priorities identified in the IWM Plan are incorporated into the plans and budgets of relevant institutions, livelihood activities and business;

Development of an implementation and sustainability plan, including institutional arrangements, roles and responsibilities, timeframes, and a financing strategy (including allocations from operational budgets and innovative financing schemes and partnership options)***;***

Compilation of the plans, supported by maps, spatial data and other metadata, technical reports and assessment;

Training of key stakeholders in application of the plans[43]

b) The Project Manager will develop TORs and appoint a service provider to scope out and develop both desktop and mobile applications for distribution of the plans and associated information, and develop printed wall maps and other supplementary materials for making the plan accessible to users across the stakeholder spectrum in Tosing Community Council (this consultancy may be merged with the one that facilitates the planning to relieve administrative burden).

c) Working alongside the planning consultancy team, and the Coordinators, the PMU (through the Field Facilitator and Project Manager, and with guidance form the Gender Expert) must facilitate full participation by all relevant stakeholders in the planning processes, provide logistical support for organization of workshops and consultations, and ensure adequate gender balance.

d) Facilitate a robust review process, ensuring distribution of draft products to all relevant stakeholders, collate inputs and ensure that they are taken into full consideration in revisions to the draft materials.

e) Facilitate endorsement and adoption of the Sebapala IWM Master Plan and the Community Action Plans by relevant decision-making bodies, in accordance with the National Guidelines for ICM, once these have been adopted.

Outcome 2: District level technical officers, local authorities, and resource management institutions capacitated to implement IWM plans and enforce rules to prevent land and ecosystem degradation

96. Watershed management approaches work best when there is a supportive legal and regulatory framework, institutional arrangements that allow and encourage strong public agencies at all levels to collaborate effectively (with clear and harmonized mandates), and an approach to natural resource use that reflects local tenure practices and community rights.[44] Land users must also be equipped with the knowledge, skills and resources to enable them to activate integrated watershed management through on-the-ground action.

[43] It is anticipated that the consultancy team will lead the development of the IWM Master Plan and the first two Community Action Plans. They will be required as part of the process to train District technical officers and extension staff, with support of the Technical Planning Secretariat and the PMU, to facilitate the development of the remaining Community Action Plans to ensure that the capacity for this is embedded in district and local institutions.

[44] Darlghouth, S; Ward, C; Gambarelli, G; Styger, E, and Roux, J. (2018). Watershed Management Approaches, Policies and

97. This outcome will be delivered through three outputs, described below.

Output 2.1: Community Council by-laws developed to enforce implementation of Community Action Plans for integrated watershed management

98. Under this Output, the project will enable the development and strengthening of regulatory measures for sustainable land and water management (as reflected in the Community Action Plans), by clarifying user rights and obligations to address land and water-resource degradation caused by human land use, and institutional mandates for monitoring and enforcement.

99. The project will support the Tosing Community Council, and other relevant entities, to formulate and pass relevant by-laws – these could span issues such as compliance with the land-use zonation schemes defined in the IWM Community Action Plans; implementation of grazing plans; harvesting of natural resources; water-use, and so on. Through a facilitated process, councillors and chiefs will need to agree on how to organize ICM in their areas of jurisdiction and pass by-laws to that effect.

100. The project will conduct the necessary reviews and assessments to enable Community Councils to identify and prioritise the requisite by-laws to establish the legal basis for implementation of the IWM Master Plan and Community Action Plans in their Sebapala Watershed and, particularly SC54. These bylaws may need to be passed under different areas of competence within the Council (such as Standing Committees on Finance, Environment, Public Health, Planning, Economic Development, Agriculture). They should also take consideration of the need to address gender inequalities (building on the 2018 National Gender Policy, and the National ICM Gender Strategy that will be developed under the ICM Programme in 2020), and Lesotho's commitments for climate change adaptation and land degradation neutrality.

101. With support from the EU-funded, GIZ-supported national Integrated Catchment Management (ICM) Programme, the Government of Lesotho is engaged in national capacity development and policy and legal reform to support the country-wide uptake of ICM. During 2020, under the EU-GIZ Support to ICM Project, a review will be carried out of the national regulatory framework for ICM and local-level regulations on land and water use, including an assessment of user rights and obligations, and options for empowering Community Councils to enact local-level ICM regulations (by-laws). The Sebapala Watershed project will not duplicate this work, but will use its results to inform the delivery of Output 2.1 in Tosing Community Council and the Sebapala Sub-catchment.

102. Key activities for the delivery of this Output will include:

    a. Informed by the national review, map out current legal provisions and regulatory instruments for natural resource use in the Sepabala Watershed and identify strengths, weaknesses, gaps and opportunities. In alignment with national and district-level policies and frameworks, formulate recommendations for development of new by-laws – or amendments to existing ones - as the legal basis for implementation of the Sebapala IWM Master Plan and Community Action Plans at sub-catchment level.

    b. Identify the capacity-development needs among chiefs, councillors, and other natural resource management entities with jurisdiction in the sub-catchment, for crafting, passing and enforcing ICM-related by-laws, and put in place measures to develop this capacity.

    c. Review the mandates of all relevant institutions with responsibility for natural resource governance, or enforcement of by-laws in the watershed. Based on this, identify overlaps and gaps, and make recommendations for harmonization. This review must take into account the mandates of the new ICM governance institutions that will come into effect under the National ICM Programme (e.g. Catchment Management Joint Committees, Catchment Planning and Implementation Units).

    d. Develop a Monitoring and Reporting Framework and Sustainability Plan to enable ongoing assessment of the effectiveness of the new by-laws in giving legal substance to the Community Action Plans and

Operations: Lessons for Scaling Up. Water Sector Board Discussion paper Series: 11. World Bank, Washington D.C.

preventing ecosystem and landscape degradation. The M&E framework should be gender-responsive and give adequate consideration to the interests and rights of all vulnerable groups.

<u>Output 2.2</u>: Establishment and strengthening of community-level resource user groups (such as Water Use Associations, Farmers' Associations, Grazing Associations)

103. Numerous community-based structures and resource-user groups play an important role in the regulation and management of common property resources such as rangelands, water and other natural resources in the Sebapala Watershed. These include chieftaincies (headmen, village chiefs, area chiefs and principal chiefs), Water Use Associations (or water committees), Farmer's Associations (of various types) and Grazing Associations, all of which are provided for in national legislation, and, formulate rules governing access to and use of natural resources.

104. In the Sebapala sub-catchment, there are formal and informal entities that play a role in regulation, management and use of natural resources. These include: i) Kopanang Grazing Association (farmers who own livestock): ii) Lipalami – a sub-committee of Kopanang, comprising horse riders who provide security to the cattle posts (by patrolling and chasing illegal trespassers) and searching for stolen livestock; iii) Wool and Mohair Growers' Associations (WMRA) whose main role is to promote production and marketing of wool and mohair; iv) the Initiation Association; an association of instructors of traditional initiation schools (which play a role in reforestation activities); v) Traditional Healers and Herbalists Association (which regulates harvesting of medicinal plants; vi) The Water Committee - established to implement water management rules, ration water during times of water scarcity, and routinely check the quality and quantity of water at the source; vii) and several resource-specific user-associations including thatching-grass harvesters, forest-products harvesters, vegetable growers, bee-keepers, herders and biodiversity committees (e.g. the Tsatsane Biodiversity Committee).

105. The focus under this output will be on strengthening existing structures that have established mandates, legitimacy and credibility (rather than on forming new institutions). However, informed by the stakeholder and institutional assessments carried out to develop the ICM Master Plan, the project will identify and help establish any emerging or new groups (such as Farmer Field Schools) and empower them to collaborate effectively and play an effective role in addressing the drivers of degradation, using and managing watershed resources sustainably and benefitting from doing so.

106. Key activities under this Output will include:

a. Support regular meetings of the groups (Field Facilitator and Project Manager)

b. Conduct a rapid SWOT assessment of existing organizations and groups (building on the capacity assessment undertaken during the baseline assessment and the stakeholder analysis undertaken as part of the IWM planning process), identify gaps in the institutional arrangements and best options for addressing these; clarify mandates, roles and responsibilities and mechanisms for collaboration; assess organizational development needs (such as financial planning skills, business-plan development, report and proposal-writing, meeting facilitation, presentation and negotiation skills; computer skills; equipment); and, analyze options for ongoing mentorship and organizational development, including training on gender mainstreaming. Based on the results of this survey, and in consultation with stakeholders, the project should design and facilitate implementation of an appropriate organizational development and mentorship scheme for land-user groups (which should include costed measures, human resource requirements, implementation modalities). Specific attention should be given to capacitating the Stakeholder Coordinators (established under Output 1.1) to perform their role effectively. (Project Manager)

c. Building on the model piloted in the *Reducing Vulnerability to Climate Change* project, and working with farmer's associations and resource user groups (e.g. thatching grass, bee-keeping), conduct a Farmer Field School scoping assessment and, informed by this, establish and capacitate at least two new Farmer Field Schools in SC54 by mid-term, with five established, trained and operating by project-end. Farmer Field Schools will be key communities of practice through which peer-to-peer learning will be achieved under Outcome 2.3. District Extension Officers (from all relevant departments – rangeland resources and agriculture), will play a lead role in this process and Farmer Field School training should be provided by

Master Trainers from Mohale's Hoek District, who have been capacitated through the GEF-financed, UNDP-supported *Reducing Vulnerability to Climate Change Project*.

Box 2: Farmer Field Schools (FFS)

A Farmer Field School is a community-based, practically-oriented field study programme. They can be time-bound – i.e. lasting for one agricultural cycle – but many Farmer Field Schools formalize their relations and engage in study or action projects over extended periods, after a specific learning cycle has been completed. Each FFS will bring together between 20 and 30 farmers for a practically-orientated field study programme in a process facilitated by agricultural extension advisors or by other farmers. The emphasis is on practical, hands-on, discovery learning. Methods include observation, discussion, analysis, collective decision-making, presentation and deciding on appropriate action. Under Output 2.2, community members will be familiarised with the concept and empowered to participate fully through the FFS model.

Output 2.3: District-level technical officers, village-level institutions, farmers' associations, and members of the community trained on SLWM practices for application at landscape and farm levels

107. Under this Output, the project will equip district–level technical officers, village-level institutions, farmers and other members of the community in the Sebapala Watershed with the knowledge, understanding, tools and practical skills they need for effective on-the-ground implementation of sustainable land and water management measures. The training should enable beneficiaries to: understand the principles of integrated catchment management; assess ecosystem health and identify signs of degradation in the landscape (including rangelands, farmlands, wetlands, riverine and riparian habitats); interpret how these impacts should be managed; select appropriate SLWM technologies to apply to both rehabilitate degraded areas and prevent future degradation; implement the measures effectively, monitor their impact, and adapt responses accordingly.

108. Based on the preliminary capacity assessment undertaken during project preparation, skills-development needs and opportunities will be identified through a comprehensive assessment and scoping study, taking into consideration the roles, needs and potentials of different beneficiary groups, and the differentiated needs and aspirations of women, youth and other vulnerable groups. The assessment should identify available training resources[45], training opportunities and expertise, and outline how these could be supplemented through development of new training resources (such as a series of self-study e-learning modules for use by technical officers), and the institutional partnerships or arrangements for delivery of the training. This will provide the basis for development of a watershed-wide SLWM Training and Skills-Development Plan, the implementation of which will be facilitated by the project, working in collaboration with relevant government staff and a suitably qualified NGO, development organization or other relevant entities. The Plan should identify specific beneficiary groups and indicative costs and resource requirements for delivering each component of the training.

109. The training delivered under this output should include both structured (planned) and demand-driven options, formal (professional) training, and informal (experiential and peer-to-peer) learning. In the crafting and delivery of the training plan, the project will not 'reinvent the wheel', but will draw on the many training resources that are already available, and embedded expertise in government, NGOs and other partner organizations (such as FAO, for example), and related projects that have an established track record in providing practical training for SLWM.

110. Training and skills-development approaches will be customized for different target groups, including: (i) relevant technical staff from government departments (Quthing District Council and relevant national counterparts in the MFRSC, MoW, MoAg and others) and NGO partners, working on land degradation and watershed management; (ii) Extension Officers from the agriculture, rangeland/forestry/soil conservation and water sectors; (iii) Councillors and Chiefs in the Tosing Commmunity Council; (iv) Community-based resource-

[45] Such as the SLM Toolkit for Lesotho; Liniger, et al. (2012). Sustainable Land Management in Practice: Guidelines and Best Practices for Sub-Saharan Africa, TerrAfrica/FAO/WOCAT, and others

user organizations in the watershed (with first priority given to those in the Sebapala sub-catchment); (v) individual farmers, livestock-keepers and community members.

111. For technical staff, training should span, at a minimum, areas of technical competence that will enhance capacities for planning and monitoring land degradation and restoration, implementation of the IWM Master Plan, and the impacts of SLWM interventions that are implemented under the Community Action Plans. Topics may include: remote sensing and GIS, use of Collect Earth/EXACT/LADA/Trends.Earth to monitor changes in land cover; effective use of Lesotho's Land Cover Atlas and associated data to inform the development and monitoring of IWM action plans, and the impacts of changed land use practices.

112. Training for extension officers should focus on field-based application of the IWMP Master Plan and Community Action Plans; use of available toolkits and best-practice guides on SLM; monitoring of land degradation, restoration and the impacts of SLWM measures; improved rangeland management (e.g. development of rotational grazing plans, maintaining optimal stocking rates, use of alternative fodder, dry-season fodder reserves); rangeland restoration (methods for removal of alien or invasive species; re-seeding, including innovative approaches such as re-seeding using indigenous grass seeds); wetland restoration and protection; soil and water conservation measures (e.g. gabions, stone bunds, terraces); and selected SLM practices for improving soil fertility, water-use efficiency and land productivity (such as agro-forestry, improved fruit-tree husbandry, integrated crop-livestock systems, green-manuring and composting – including through innovative methods such as use of *Leucosidea sericea* – '*ncheche'* to make compost, key-hole gardens, climate-smart agriculture[46]), and traditional systems such as *machobane*; establishment and facilitation-support for Farmer Field Schools; and gender mainstreaming.

113. At the Community Council, Chieftaincy and land-user level, the training should span, *inter alia*: community-led vegetation assessment and monitoring of ecosystem health and recovery; application of the agro-ecological assessment tool piloted under the *Reducing Vulnerability to Climate Change* project; and, practical implementation of SWLM measures and monitoring of their impact. Topics to be included in the training should be the same as those for extension officers, with priority given to those measures identified in the Community Action Plans, and technologies that have the best potential to deliver multiple benefits for landscape restoration, improved land productivity (with associated livelihood benefits), and climate adaptation or mitigation. The training should also include topics such as costing-out of input and maintenance requirements. In addition to formal training, Farmer Field Schools and practical, field exchanges with related projects[47] in other areas will be key mechanisms for delivering experiential, 'learn-by-doing' training.

114. Activities for delivery of this Output will include:

a) Procure the services of a suitably experienced consultancy, NGO, development organization or other relevant entity to conduct a participatory scoping assessment and skills-development assessment, and develop a SLWM Training and Skills Development Plan for the Sebapala Watershed (Tosing Community Council).

b) Informed by the Training and Skills-Development Plan, and working in liaison with the EU/GIZ Support to ICM project, commission the development of new training materials, including, but not limited to a series of self-study e-modules on SLWM (scope and content to be determined through the assessment)..

c) Coordinate implementation of the training, working through extension officers based in the Quthing District Council, partnerships with related projects and programmes, technical experts, and other/relevant

[46] Experience in Lesotho has shown that, whilst climate smart technologies can deliver significant benefits, uptake is hampered by communal land tenure systems, the manual farming methods available to most smallholders and the relatively-higher costs of some of these measures. This must be factored-in to the selection of measured to be applied in the Sebapala Watershed.

[47] Key among these will be the GEF-financed, UNDP-supported *Reducing Vulnerability to Climate Change* project, which is being implemented in Mohale's Hoek District; the EU/GIZ *Support to ICM* project, which will implement watershed rehabilitation measures in the Hlotse, Liketla, Makhalaneng, Khubelu, Senqunyane and Maletsunyana sub-catchments; communities in the Ha-Koali drainage basin (Telle Community Council) in which the pilot rangeland rehabilitation project was carried out under the GEF-financed, UNDP-supported*, Orange-Senqu SAP Implementation* project.

institutions to deliver the training, and monitor impact by application of the UNDP Capacity Development Scorecard, supplemented, if appropriate, by specific indicators developed as part of the Plan.

d) Set up partnerships and facilitate logistical arrangements to facilitate learning exchanges (to provide practical, 'learn-by-doing' skills training).

Outcome 3: Integrated watershed management practices (including SLM and SWM) effectively implemented over at least 34,500 ha within the Sebapala Watershed, with ecosystem, climate resilience and livelihood benefits

115. Under this Outcome, the project will provide technical support, resources and inputs to facilitate practical implementation of SLWM measures to halt, restore and prevent land degradation (working in rangelands, cultivated lands and other areas of natural grassland and shrubland), conserve soil and water, and enhance water resource management (including through wetland restoration and protection and water harvesting) to sustain watershed services and augment water supply for food production and community use. At least 34,500 ha will be brought under improved SLWM practices, with implementation piloted first at priority sites in the Sebapala Sub-catchment (SC54), followed by roll-out to demonstration sites elsewhere in the Tosing Community Council. The work will be community-driven, in keeping with the national guidelines for watershed planning, with support provided by the project team, extension services and other relevant agencies.

116. Selection of sites will be guided by the IWM Master Plan and Community Action Plans, and informed by on-site assessment of veld condition and extent and types of degradation. As Community Action Plans will take some time to be completed, it will be appropriate to adopt a two-pronged approach combining: (i) 'fast-tracked' restoration to stop further degradation in 'hotspots' (where degradation is most severe and the risk of irreversible degradation is high), or to achieve 'quick wins' in lightly degraded areas – this may be initiated before completion of the Community Action Plans, based on a rapid assessment; and , (ii) longer-term restoration and preventive action, or where the objective is also to avoid or reduce future degradation (this type of action will dominate the Community Action Plans).

117. At a practical level, selection and implementation of SLWM measures for use at different sites will be informed by detailed guidance that is available in four key resources (among the many others that may be available). These include: (i) The SLM Toolkit for Lesotho; (ii) Liniger, *et. al:* Sustainable Land Management in Practice: Guidelines and Best Practices for Sub-Saharan Africa – Field Application; (iii) the CIAT/World Bank Country Profile for Lesotho on Climate Smart Agriculture; and (iv) the Compendium of Soil and Conservation Measures for IWM in Lesotho, that is being finalized through the EU /GIZ Support to ICM project.

118. It is important to note that not all outputs under this Outcome will be delivered at all implementation sites. Similarly, the Community Action Plans may identify one or a few key interventions to implement at scale across the landscape.

119. The Outcome will be delivered through four **Outputs**.

<u>Output 3.1</u>: Soil and water conservation measures implemented to combat soil erosion and promote water infiltration

120. Under this output, the project will help communities (through provision of technical support, materials, equipment and other resources) to implement measures that reduce or prevent soil erosion, and promote water infiltration in erosion-prone parts of the landscape, including river and stream-banks, degraded alluvial plains, hillsides and steep slopes. Fast-tracked measures may be appropriate in river valleys and lower slopes where agriculture is prevalent and where levels of disturbance from settlement and infrastructure (e.g. roads and bridges) are highest. Appropriate methods include, but may not be limited to: measures to prevent bank erosion (e.g. re-vegetating river and stream banks through re-seeding and planting of indigenous woody vegetation); construction of gabions and stone bunds; repairs to old terraces and construction of new ones where appropriate; re-planting abandoned land with alternative fodder plants; and measures to improve water infiltration (e.g. re-vegetation of exposed soil, and composting to improve soil organic matter).

121. Key participants will include community councillors, Chiefs, headmen, farmer's associations, water use committees, grazing associations and all other resource-user groups across the land-use spectrum (such as thatchers, bee-keepers, traditional healers).

122. Activities to deliver this Output include:

a) Under technical leadership of the Project Manager, and with guidance of technical staff of the MFRSC, and District Extension Officers, inputs from the Technical Planning Secretariat, and using maps and data from the Land Cover Atlas of Lesotho, and the Tosing Vulnerability Assessment, conduct a rapid assessment of the Sebapala Watershed, to identify 'degradation hotspots' at which soil and water conservation measures should be installed to stop and mitigate erosion and runoff. First priority should be given to lower slopes and valley bottoms in the Merataleng, Tstasane, Tsatsanyane, Upper Sebapala and Mats 'ela-Habeli valleys, followed by other areas lower down in the main Sebapala River valley. The Project Manager should provide training on how to conduct the assessments, and assist with identification of plant species.

b) Working through the District Extension staff, provide technical support and materials to enable communities to implement the selected costed-out measures.

c) Once the Community Action Plans have been developed, implement selected soil and water conservation measures to prevent degradation over the longer term to bring at least 10,000 ha in total under improved soil and water conservation measures, and contribute to bring 1,500 of wetlands and riverbanks under improved management.

Output 3.2: Rangeland restoration measures implemented to promote improved productivity and vegetative cover

123. Under this output, the project will support communities to restore degraded rangelands, and implement proactive, sustainable rangeland management practices over 15,000 ha in the Sebapala Watershed. Initial pilots will be located in the Sebapala Sub-catchment, with later roll-out in other parts of the Tosing Community Council, as indicated in the IWM Master Plan and Community Action plans. Initial pilot sites will be identified through a rapid assessment conducted soon after project inception.

124. Rangelands are concentrated in pastures and grasslands in compound mid-slope areas (1,800 to 2,500 masl – where there are scattered settlements and limited cultivation takes place); and the high plateau grasslands in the upper reaches of the Merataleng, Upper Sebapala and Tsatsane drainage basins (where there are no settlements or cultivation). These high altitude grasslands are the summer grazing lands for livestock keepers not only from the sub-catchment, but also elsewhere in Tosing Community Council and beyond. Some of the key management issues in these rangelands include: over-stocking, over-use of fire[48], degradation of wetlands, damage to stream banks, soil erosion and compaction (leading to high runoff), and infestation by invasive alien species. Several headwater wetlands in these grasslands have become degraded.

125. A strategic decision will need to be made soon after project inception regarding site selection for fast-tracked measures. The most cost-effective areas to restore may be lightly degraded sites which can recover without much active intervention, but simply by controlling the expansion of further negative impacts. Lightly degraded areas are well-suited to simple and inexpensive farmer-assisted restoration, and quick gains can be made. Moderately degraded areas (the restoration of which will likely yield greater benefits in terms of alleviating land degradation), will respond best to active restoration, but this may be more costly. Restoration of more intensely degraded areas (such as large erosion gullies) might require complex and expensive interventions (such as construction of gabions to prevent erosion), requiring specialist expertise (such as engineers).

126. Fast-tracked measures may be located in either lightly or heavily degraded areas, or a combination of both, whereas moderately degraded areas might be best suited to longer-term measures, implemented under the

[48] Herders are known to use fire to stimulate grass growth up to three times a year. This leads to reduced vigour and tuft size and increases the risk of erosion. High –altitude grasslands treated in this way reduce once-productive grasslands to unproductive karroid shrublands

Community Action Plans. (These decisions will need to be made by the District technical officers and Technical Secretariat at the start of the project). The fast-tracked work should adopt the methods that were trialled in the community-led rangeland rehabilitation project in the Mount Moorosi area, Telle Community Council, under the ORASECOM/UNDP/GEF *Orange-Senqu Strategic Action Programme* project[49], with customization to the Sebapala context where necessary. Lessons learnt through the fast-track interventions can be used to adapt and inform action at sites to be rehabilitated later, under the Community Action Plans.

127. Rangeland restoration measures to be applied include: clearing of invasive shrub species (particularly *Chrysocoma ciliaris*); revegetation of bare areas through assisted natural regeneration, resting and active grass re-seeding; planting of alternative fodder species on abandoned cultivated land; soil conservation using stonepacks (bunds) and gabions; restoration and protection of wetlands; development and implementation of grazing plans (including revitalization of the traditional rotational grazing system), and fire management. Measures such as planting of alternative fodder species, resting of pastures to allow natural regeneration (which can take up to three years), implementation of grazing and fire management plans and re-seeding with indigenous grass seed may take longer periods to yield results.

128. The practice of reseeding degraded areas is critically important. The current practice of using purchased, 'improved' *Eragrostis curvula* seed (from South Africa) is practically viable and should succeed in establishing grass cover fairly quickly (initial results in the Mount Moorosi pilot were promising) – it would be the preferred method for achieving restoration targets in fast-track sites. It can become expensive, however, if applied over large areas.

129. There are indications that using seed of locally-harvested indigenous grass species for re-seeding may hold significant advantages in terms of benefits for biodiversity, ecosystems services and livestock-production. This approach has not been tested in Lesotho and would need to be tried experimentally to evaluate its potential, develop local expertise and adapt approaches for local conditions. It would take time to develop and implement and would not replace the current seeding with *Eragrostis curvula*, but could rather complement it. A detailed proposal for piloting this approach was developed under the Rangeland Rehabilitation pilot project conducted in Mount Moorosi under the *Orange-Senqu Strategic Action Programme* project (See Annex 18). Seeds of a variety of indigenous grass species would need to be harvested, dried, stored and planted on trial sites, preferably abandoned crop lands, and then regeneration monitored over time. A phased approach would be the best way of initiating the process and methods for harvesting, processing, storing and packing seeds would need to be developed. If successful, this approach could become a high-profile conservation flagship, putting communities at the forefront of conservation and rangeland restoration, with benefits for livestock production and the potential for stimulating small-business development (centred on seed cultivation, harvesting and packaging). This may provide new opportunities for women and young adults in particular, and, if successful, this could generate interest and funding from a range of potential funders.

130. District Extension Officers in the MFRSC and the Ministry of Agriculture and Food Security (MAFS), working with support of the PMU, will play a lead role in guiding the work to be carried out under this Output. Key participants will include community councillors, chiefs and headmen, grazing associations, herders and other land-users who make use of rangeland resources.

131. Key activities to deliver this Output include:

For fast-tracked action:

a) Under technical leadership of the Project Manager, and the guidance of technical staff of the MFRS, and District Extension Officers, with inputs from the IWM-Plan Technical Secretariat, and using maps and data from the Land Cover Atlas of Lesotho, and the Tosing Vulnerability Assessment, conduct a rapid assessment of the Sebapala Sub-catchment, to identify 'degradation hotspots' at which 'emergency' rangeland restoration must be carried out, and 'lightly degraded areas' which can recover quickly with minimal intervention. Communities should participate actively.

[49] ORASECOM. 2013. Orange-Senqu Strategic Action Programme: Vegetation Baseline Survey: Deomstration Project on Community Based Rangeland Management in Lesotho. Technical Report 24.

b) At each selected site, conduct a rapid assessment to quantify the initial condition of the rangeland (assessing criteria such as basal cover, species composition, plant density) using metric belt or other quadrat-based methods, led by district technical staff, with support of community members. This will be supplemented by a visual assessment (which community members can conduct) using scorecards to assess characteristics such as basal cover, presence/absence of selected indicator species, soil surface condition, rodent/insect activity). The assessment should take place between December and March when plant growth is good and species (especially grasses) are flowering.

c) Based on the assessment, the Project Manager should guide the selection of appropriate measures to address the nature of the degradation observed. These will include interventions that can yield results relatively quickly to stop or reverse degradation, such as: clearing of invasive shrub species (particularly *Chrysocoma ciliaris*); revegetation of bare areas through grass re-seeding using *Eragrostis curvula*; planting of alternative fodder species on abandoned cultivated land (species selection to be guided by district extension staff); soil conservation using stonepacks (bunds); keeping cattle and fire out of degraded wetlands, and revegetation of stream banks. Working with support of the District technical officers and extension officers, the Project Manager should prepare an implementation plan including resource requirements to implement selected measures at each site, roles and responsibilities and timelines.

For longer-term restoration and preventive measures:

d) Informed by the Community Action Plans, facilitate implementation of selected rangeland restoration and improved management measures including: development, implementation and monitoring of grazing and fire management plans; clearing of invasive and unwanted species; resting to allow natural regeneration or revegetation using grass re-seeding; construction of stone-packs and gabions to prevent soil erosion and water runoff; protection of wetlands and riparian areas. Grazing and fire management plans will be developed under the Community Action Plans.

e) The Project Manager should consult with communities to select at least one pilot site at which to conduct an incubation pilot for indigenous re-seeding (described in Annex 18). The trial period should include working with a community on a site from which grazing animals are excluded, to develop procedures and techniques for identification, collection, processing (drying) and storage of grass seed, planting and managing the test site. The Project Manager should provide technical guidance to design, implement and monitor the pilot project, and should assist communities with identification of species. Depending on the results, by project-end, the project should help establish linkages with potential business partners who could work with the community to develop small enterprises linked to production, processing, sale and distribution of seed (but this aspect of the work would fall outside of the scope of the project). The entire process and results of the pilot should be written up as a technical/lessons-learnt report as part of the project's knowledge management activities.

Output 3.3: SLWM technologies and practices piloted by land users at selected sites to improve agricultural productivity

132. Under this Output, the project will equip farmers and other resource-user groups to bring at least 8,000 ha of cultivated lands under improved land-use practices. Initial demonstration sites will be selected in the Sebapala Sub-catchment (where only 612 ha falls under cultivated lands, and scalable results should be achievable in a short pilot period). Activities will extend into other parts of the Tosing Community Council (where agriculture is practiced more intensively – especially the lower and mid-slopes and alluvial valleys), under the guidance of the Community Action Plans.

133. Not all SLM measures will necessarily be implemented under this project. Selections will be made after an evaluation of suitability to the local context, input requirements and costs, and the type and scale of benefits yielded (with preference given to those that yield production and climate adaptation or mitigation benefits). High priority should be given to technologies (or combinations of them) that have the greatest potential to restore and enhance soil fertility and water-use efficiency, as in rain-fed systems these are two of the most important factors limiting land productivity. Low water-use efficiency is linked to degraded soil cover, leaving soils exposed and subject to erosion, contributing to land degradation and desertification.

134. Selections should span: (i) A*gronomic measures,* including: cover-cropping, inter-cropping, and multi-cropping; agroforestry, including multi-storey systems (such as co-planting fruit trees and herbaceous crops such as soybeans). (ii) *Soil improvement measures*, such as: use of compost, manure and mulch to increase humic content and improve water-retention capacity; improved fallows (in which fast-growing leguminous shrubs are planted to restore fertility within a short time); pit-planting (which has nutrient-enrichment and water-use efficiency benefits); integrated soil fertility measures (which combines use of organic and inorganic inputs); mixed crop-livestock management; and residue management. (iii) *Mechanical measures*, such as use of bench terraces, stone-bunds, cross-slope barriers, grass buffer strips and water furrows[50].

135. Climate-smart agriculture (CSA) is an approach incorporating an assemblage of farming technologies that sustainably increase productivity, enhance resilience, and reduce/remove greenhouse gases (GHGs). CSA initiatives include many SLM technologies such as agroforestry, crop rotation and intercropping, use of manure and fertilizers and contour-planting, as well as methods such as keyhole and trench gardens. Conservation agriculture is the most widely-promoted climate-smart methodology – it combines pit-planting with use of inorganic or organic fertilizers, retention of crop residues and crop rotation or inter-cropping. The Machobane Farming System practiced in Lesotho is a traditional expression of conservation agriculture, and the practice should be promoted by the project as a climate-smart system, where appropriate.

136. Working through the Farmer Field School model, the project will promote a farmer-centred extension, (to complement the District extension services), and will promote farmer-to-farmer exchanges and peer-learning (both within the Sebapala Watershed and with farmers in other districts who are using SLM and other climate-smart practices). In the early stages of implementation, partnerships and learning exchanges with farmers in the Mohale's Hoek district will enable skills-transfer between beneficiaries of the *Reducing Vulnerability to Climate Change project* and those in the Sebapala Watershed.

Box 3: The Machobane Farming System

This is an intensive cropping system, using crop rotation, relay-cropping, and inter-cropping practices with the application of manure and plant ash. The system promotes organic fertilisers such as animal manure, ashes and organic waste, mixed in different proportions depending on the crop, to build and maintain soil fertility. Households also keep at least one animal, which provides manure and food (e.g. milk, eggs, meat).The system provides poor farmers with a sustainable system that does not require expensive inputs, is easy to implement, and supplies food all year round. To reduce the likelihood of total crop failure, and increase productivity the Machobane Farming System takes the following basic technical applications into account: a) The use of organic fertilizers; b) Perennial vegetation cover; c) Cropping pattern adapted to the varying climate; d) Natural pest control; e) Relay-harvesting (leading to nearly year-round food availability).

137. Activities to deliver this output will include:

a) Guided by the Community Action Plans, and working in close collaboration with District Extension Officers, provide the technical guidance, materials and equipment to facilitate implementation of selected, climate-smart SLM technologies (incorporating traditional systems such as Machobane, where appropriate). Initial demonstration sites should be chosen in the Sebapala Sub-catchment, with further roll-out elsewhere in the Sebapala Watershed.

b) Work with the District Extension Officers (MFRSC and MAFS) to engage with relevant Chiefs, Farmer's Associations and Farmer Field Schools to identify model farmers (with attention given to gender balance) whose work can be showcased as demonstrations of best practice during farmer-to-farmer exchanges.

[50] These methods are described briefly in the *SLM Toolkit for Lesotho*, and in detail in Liniger et. Al. (2011). *Sustainable Land Management in Practice: Guidelines and Best Practices for sub-Saharan Africa – Field Application*. A TerrAfrica Partnership Puibication, with WOCAT & FAO. In the latter, a brief description of each technology is described, followed by a description of establishment and maintenance activities, inputs and costs; cost-benefit ratio, labour and knowledge requirements, applicability and scalability; benefits (production, economic, ecological, social and off-site benefits), weaknesses and how to overcome them.

c) Working through farmer Field Schools, Farmer's Associations and other relevant community structures, monitor the impacts of changed land-use practice and livelihoods on incomes, household production and the environment, using the participatory M&E framework that will form part of the Community Action Plans.

Output 3.4: Integrated water resources management promoted to augment water supply for community and household food production

138. Periods of water scarcity (created by long dry spells and unpredictable rainfall) and insecure access to water for consumption and productive uses, are major constraints to rural livelihoods in Lesotho. In rain-fed agricultural systems, low water-use efficiency is one of the critical factors limiting productivity.

139. Under Outcome 3.3 above, on-farm water-use efficiency will be enhanced by adopting SLM measures that reduce water loss from the system (through evaporation and run-off) and increase the amount of water available for plant growth (by increasing solid organic matter and water-holding capacity). Under Output 3.4, the project will provide support to communities to adopt improved rainwater-harvesting and management strategies that enhance water supply for household food production and domestic use (drinking and irrigation), with reduced off-site damage (e.g. erosion caused by excess runoff).

140. Working outside of cultivated lands, the project will support: (i) The installation of rainwater harvesting systems (tanks) that trap and store water from rooftop catchments and make it available for domestic and productive uses; and (ii) Establishment of keyhole gardens (irrigated with harvested rainwater and 'grey'water from household use) to boost off-farm household food supply. These will contribute to improved food security and health (through improved access to sufficient, safe supplies of water and greater household food production), and climate change adaptation (by enhancing water and food supply in dry spells).

141. These methods have been piloted at sites elsewhere across Lesotho, and hold they advantage that they are known to District Officers and communities, and the knowledge and technical expertise for their installation and maintenance is already available in district and local institutions – though skills transfer to the communities in Sebapala Watershed may be required. Local artisans and community members should be engaged during installation with government officials in the Quthing District office responsible for supervision and quality control.

Box 4: Technologies for enhancing water supply for household food production

Rainwater-harvesting tanks: These can be small-capacity tanks built with stone and mortar, or larger-capacity (up to 5,000 litres), prefabricated PVC water tanks (e.g. 'Jojo'tanks), to harvest rainwater runoff from roofs. They are built on a brick/stone and mortar plinth and can be used where houses (or other buildings) have firm foundations, roofs constructed from impervious materials (e.g. tile or corrugated iron), and are located close to cultivated fields or home gardens. Gutters collect the runoff from the roof catchment and water is directed via PVC piping into the tanks. The tanks are fitted with valves and pipes for extraction of water.

Keyhole gardens: The basic keyhole garden is a circular, raised-bed made up of layers of soil, ash, manure and other organic material that retain moisture and nourishes the soil, making it more productive than a conventional garden, even during dry or cold months. The gardens can produce vegetables for a family of five year round. The garden is usually walled with local stone or brick that retains daytime heat, alleviating low night time temperatures. The raised structure also makes access easier for the chronically ill or elderly. Size can vary, but the basic garden measures 1m high and 2m in diameter. A keyhole-like 'cut out' or walkway design gives growers 'arms-length access' across the garden. 'Grey' water from household washing is added through a central composting basket, watering the garden and continuously infusing the soil with nutrients. The gardens can also be irrigated with raintank-water. Once built, the garden requires little maintenance and, if cared for appropriately, can produce food for up to five years.

142. Activities to deliver this Output will include:

a) Work with District technical officers in relevant departments, and community leaders and representatives, to conduct a scoping assessment to select sites for installation of water tanks and key-hole gardens. The assessment should map the location of any existing tanks and gardens, and prioritize sites for installation

of new ones, according to a set of agreed criteria, and considering feasibility criteria. The assessment should detail bills of quantities for all necessary materials (e.g. tanks, piping, valves, insulation for protecting water pipes in winter, getters, stone, bricks, cement) and other costed-out resource requirements (e.g. labour), an installation action plan (including timeframes, sequencing, roles and responsibilities), and a maintenance and management plan to be implemented by the community with support of district officials.

b) Informed by the assessment carried out in (a) above, develop an action plan for establishment of keyhole gardens at selected locations in the sub-catchment, and provide the technical advice, materials and practical support to the communities to establish the gardens. In the selection of beneficiaries, women and youth should be targeted preferentially, and schools, where these satisfy other selection and feasibility criteria.

<u>Outcome 4</u>: Lessons learned by the project through gender mainstreaming and participatory M&E are used to promote SLWM in the wider catchment and nationally.

143. Under this Outcome, the project will create conditions for sustainability and upscaling of SLWM in the Sebapala Watershed and beyond, by putting in place measures to ensure that: (i) stakeholders in the Sebapala Watershed enhance their understanding and capacity through iterative 'learning-by-doing' processes, and that lessons learnt will be used to facilitate ongoing adaptive management and improvement; (ii) project stakeholders are given opportunities to engage in national and regional IWM/SLM communities of practice and benefit from participation in lesson-sharing events convened under the National IWM project; and, (iii) all project activities meaningfully address gender empowerment and the benefits of the project are equitably distributed within participating communities, in particular among poorer and other more vulnerable households. This Outcome will be delivered under two Outputs.

<u>Output 4.1</u>: Project gender strategy implemented, monitored and reported on

144. The project has developed an over-arching Gender Action Plan (Annex 8) which identifies key actions that must be incorporated into the plan for delivery of each project output. This will be used annually to track performance on gender empowerment in the annual Project Implementation Report (PIR), and to identify adaptive measures if performance is weak. In line with the findings of the PIR, the Gender Action Plan should be reviewed and updated annually to ensure that it remains responsive to emerging opportunities issues and opportunities. The PIR should include at least one gender mainstreaming 'case study' or story each year.

145. The Gender Action Plan will also provide a high-level framework for ensuring that the IWMP planning process is fully gender-responsive. When the Community Action Plans are developed, and specific activities are identified for implementation at specific sites, it will be necessary to set clear activity-level targets for representation of women, and other vulnerable groups such as the youth (with adequate consideration given to both young women and men) and the elderly.

146. The gender data collected by the project will provide useful information at sub-catchment level that can be fed into the gender analysis that will be undertaken in 2020 under the National Integrated Catchment Management Programme. This national-level analysis will identify national gender-mainstreaming priorities for ICM, which will be agreed and incorporated into ICM policy, in line with the country's 2018 National Gender Policy. Once the National ICM Gender Strategy is finalized, the project should review its Gender Action Plan, to ensure that all priorities identified at national level have been adequately captured.

147. It will be essential that the Project Board, the Project Technical Advisory Committee (and its IWM Plan Technical Secretariat), the staff of the Project Management Unit, the Community Coordinators (under the IWM planning process) and the consultancy team who will facilitate the planning process, all receive training in gender mainstreaming. This will be delivered soon after project inception, with follow-up training for any other relevant groups in later years.

148. Key activities for delivery of this Output include:

a) At the inception of the IWM planning process, ensure that the project's Gender Action Plan is used to inform gender-related target-setting for all key steps of the planning process and activities specified in the Master Plan and supporting Action Plans for site-level implementation. These gender targets must be

incorporated into the IWM Master Plan's monitoring and evaluation framework. The Project Manager and Field Facilitator will be responsible for making sure this is done, working under the guidance of the Gender Specialist (who will be a consultant who delivers services to the project for a limited number of days each year; see description of Technical Consultancies in Annex 6),and in close collaboration with the service provider facilitating the planning process and the Stakeholder Coordinators.

b) Within the first three months from inception, convene a focused training session on gender mainstreaming for: members of the Project Board and Technical Advisory Committee; all staff members of the PMU; the service provider contracted to facilitate the development of the IWM Master Plan and Community Action Plans; and the project's Communications Support consultant. This training will be delivered by the Gender Expert who will be contracted on a consultancy basis to deliver gender-related services each year, with follow-up training provided annually (if required).

c) At the start of the PIR cycle each year (i.e. June), track project performance against the Gender Action Plan and report the results in the PIR. As part of this process, the project should identify at least one gender-related issue or story to feature in each PIR; this will be the joint responsibility of the Project manager and Field Facilitator, working with support of the Gender Expert (consultant).

d) Once the National ICM Gender Strategy has been finalized and published, review the project's Gender Action Plan and adapt it to ensure that all nationally-set priorities for mainstreaming are adequately captured.

e) Compile a lessons-learnt report/communications piece on women as agents of change in addressing land degradation in the Sebapala Watershed.

Output 4.2: Knowledge management system to facilitate participatory M&E, ongoing learning and adaptive management in the watershed and nationally, with active participation of key project stakeholders and project partners

149. Delivery of this Output requires activities that fall into three main areas: (i) Communications and Advocacy; (ii) Knowledge networking and management; and, (iii) Monitoring and Evaluation. Within the first six months of operation, the project will need a comprehensive Communications and Knowledge Management Framework and a detailed Monitoring and Evaluation Framework (at output level) that will guide the delivery of results under this Output.

150. The Communications Strategy and Knowledge Management Framework should include strategic objectives, costed-out activities, roles, responsibilities, timeframes, workflows and institutional linkages to coordinate communications and knowledge management. This should enable the project and its stakeholders to: (i) raise awareness through an effective community-led advocacy campaign, supported by appropriate awareness-raising materials; (ii) develop and share communications pieces and knowledge products targeting different audiences (decision-makers, project partners, practitioners, community stakeholders), and using multiple formats and media; (iii) engage in local, national and regional IWM knowledge-sharing events and communities of practice, ensuring that lessons learnt in the Sepabala Watershed feed into IWM programmes being implemented elsewhere, and that lessons from other projects are used in adaptive management of the Sebapala IWM project; (iv) collate, organize and make available all information relevant to the project – through a dedicated webpage linked to the MFRSC website and with links to websites of the MoW, MAFS, and UNDP. All relevant project documentation should also be uploaded to the UNDP PIMS+ website.

151. Activities under this output will include:

a) Convene an Inception Workshop within 60 days of GEF CEO endorsement of the Project Document, and capture its proceedings in a comprehensive Workshop Report that should be disseminated to all relevant stakeholders. This will be responsibility of the Project Manager and PMU staff.

b) According to the schedule agreed at the Inception Workshop, convene regular meetings of the Project Board and technical Advisory Group, and prepare, disseminate and archive detailed project Minutes, with supporting documents, as appropriate. The Project Manager and PMU will be responsible for this, with the TA providing quality assurance support.

c) Within the first two months after the Inception Workshop, procure the services of a suitable social safeguards expert to develop the project's formal Grievance Mechanism, according to standard UNDP protocols governing social and environmental safeguards.

d) Within the first six months from inception, refine the participatory Monitoring and Evaluation Framework to incorporate any amendments that may be necessary based on data or issues emerging from the IWM planning process, and any refinement of the gender mainstreaming indicators. Progress should be tracked against the M&E framework quarterly, with results entered into a spreadsheet that will be updated by the Project Manager, with inputs from the Technical Advisor. Use the results to complete quarterly and annual progress reports (PIRs).

e) Develop a Communications and Knowledge Management Framework for the project. This should be led by the Communications Support Consultant, working in close association with the PMU, communications counterparts in the MFRSC (and other relevant agencies), and key project stakeholders. It should be developed and endorsed within the first six months of project inception.

f) Guided by the Framework:

   (i) Establish and support a community-led advocacy programme for the IWM project, working through grassroots champions (which could include, but may not be limited to, the Stakeholder Coordinators for the IWM Plan) – to be led by the Project Manager, Field Facilitator, Gender Expert and Communications Support Consultant, working in close association with district extension staff.

   (ii) Prepare and disseminate communications pieces and knowledge products targeting different audiences (decision-makers, project partners, aligned programmes, community stakeholders); the products should include policy briefs, technical reports, best-practice case studies[51] for release via various knowledge platforms, social media releases (which could include Facebook and Instagram, with postings released via UNDP platforms) , YouTube video clips that can be accessed on mobile phones, radio interviews, articles in the printed media.

   (iii) Enable stakeholders to participate in local, national and regional lesson-sharing events convened under the National IWM Programme, or related programmes, and compile lessons learnt reports or communications pieces based on this participation

   (iv) Convene at least one lesson-sharing workshop during the project's lifespan (preferably in year 4), and compile the proceedings into a lesson-sharing report.

   (v) Set up a dedicated knowledge management system (web-based) where all information relevant to the project can be accessed, in a well-archived form.

Partnerships

152. The project builds on and integrates lessons learned as well as good practices from previous and ongoing interventions relevant to the targeted landscape. It will be implemented in close collaboration with key partners and stakeholders including from Government, civil society, CBOs and academia (see Stakeholder Engagement Plan, Annex 4). Coordination of partnerships will be led primarily by the Project Management Unit (PMU) and mainstreamed through the IWM coordination mechanism created under Output 1.1. Key initiatives on which the project will build, and partners include the following:

*EU/GIZ Integrated Catchment Management Planning Programme funded by the EU/GIZ partnership and implemented by the Department of Water Affairs***.**

[51] Determination of the subject matter for the case studies will take place during development of the Communications and Knowledge Management Framework, but should include at least: (i) Report on implementation of the indigenous grass-reseeding pilot; (ii) The role of women in adoption of IWRM in Sebapala Sub-catchment; (iii) Lessons learnt on the application of Lesotho's new model of governance for IWTM at sub-catchment level; (iv) Once case study on the Sebapala Community Advocacy Programme (for publication via IUCN Panorama Solutions or other suitable platforms); (v) at least one human-interest photo-essay published via UNDP Ecosystems and Biodiversity Exposure platform

153. This country-wide programme has mapped the 6 national watersheds and 74 sub-catchments (including the Sebapala Sub-catchment, number 54). The programme has developed national-level capacity and established policy/legal reform to support the implementation of the ICM. In this regard, it has developed the National Institutional Framework for the implementation of the ICM concept (Fig. 2); and it is in the process of developing management plans for the 74 catchments of Lesotho. Although it does not have adequate funding to develop all of them immediately or to support the implementation of the associated action plans, it has developed guidelines for community based integrated catchment planning. *Relationship to this project:* The Sebapala IWM project is critical in demonstrating three things for the benefit of the national process: i) an inclusive gender responsive and participatory process of developing the sub-catchment Master Plan and Associated community action plans, including testing the guidelines; ii) strengthening legal and institutional set up at local level, thereby downscaling the work done at the national level; iii) building capacity and providing incentives for the implementation of priority actions identified by the action plans (via support of livelihood promoting actions such as rangeland restoration, wetlands conservation and protection, climate smart agriculture, value chains development and promotion of alternative and efficient energy systems). It will, therefore, utilize relevant information and guidelines provided by the ICM national project and share lessons on best practices. This will be actively facilitated by the PMUs of both initiatives, via the institutional set up recommended by the national process, and by inviting a representative of the GIZ to serve on the Sebapala project's Technical Advisory Committee.

*MAFS Irrigated crop production implemented by the Ministry of Agriculture and Food Security***.**

154. This is an on-going government programme implemented to support irrigation in Ha-Rasekila (Butha-Buthe) and Ha-Malere (Butha-Buthe). It provides Infrastructure development, technical training to communities and farmers and soil mapping and fertility monitoring. *Relationship to this project*: The proposed project will use the best practices demonstrated by the irrigated crop production programme in identifying climate-smart cropping systems and especially in providing water tanks/pans for mini irrigation schemes.

*IFAD/MAFS Smallholder Agricultural Development Project funded by the International Fund for Agricultural Development (IFAD) and implemented by MAFS***.**

155. This programme is being implemented by the MAFS in the Butha-Buthe, Quthing and Maseru rural areas. The project provides technical support for adopting climate-smart agricultural technologies, community training to improve skills sustainable cropping technologies. *Relationship to this project:* MAIFs will take a leading role in implementing climate smart agriculture under the proposed project. together with the PMU, they will identify best practices generated by this programme to inform Output 3.3 (Climate Smart cropping systems) and establish collaboration avenues, which may include exchanging training materials and methodologies, best practices on climate-smart technologies and field visits.

*IFAD/MAFS Wool and Mohair Production Project (WAMPP) funded by IFAD and implemented by MAFS and Lesotho National Wool and Mohair Growers Association***.**

156. The project will boost resilience to the adverse effects of climate change, and economic shocks among poor rural people across the country via rangeland restoration and improvement and climate smart production of wool and mohair. Activities will target smallholder farmers and other poor rural dwellers, giving special attention to poor rural women and young people. *Relationship to this project:* The WAMPP will provide valuable information regarding working with vulnerable groups (e.g., women and herders) in the prioritized landscapes. It will inform the activities of outcome 3, especially outputs 3.1 (restoration of rangelands) and 3.4 (value chains increase household incomes in support of resilient livelihoods). Wool is a potential candidate for value chain improvement, linking to lucrative markets to overcome the challenge the Sebapala wool producers face since they lost the opportunity to market their wool through South Africa based companies a few years ago. The PMU will link with the implementers of the initiative to identify best practices and share information, to avoid duplication and wastage.

*Soil Information Mapping project funded by GEF under FAO and implemented by the Department of Soil Conservation of the MFRSC***.**

157. This FAO GEF project is supporting the Department of Soil Conservation to consolidate soil information that is currently held by various department, to produce soil information for the areas previously not mapped. *Relationship to this project*: The PMU will identify best practices and obtain information on soil types of the Sebapala Watershed to inform the IWM Master and Action Plans and selection of climate smart technologies and practices (under outcome 1 and output 3.4).

Tlokoeng Valley Biodiversity Conservation Project implemented by the Environmental & Sustainability Education Network of Lesotho (ESENeL)**.**

158. Implementation of this programme started in 2013 and is on-going, expected to be on a long-term basis. The ESENeL mobilizes funds from various donors, including membership fees. Currently focusing on Tlokoeng Valley, Botha-Bothe District, the programme supports communities to conserve biodiversity in Tlokoeng Valley, promotes ecotourism as an alternative means of livelihood; facilitates community engagement in water quality monitoring, using miniSASS to promote healthy rivers. It engages the private sector (in ecotourism development) and the youth (in the Streams Assessment Scoring System). *Relationship to this project:* The PMU will link with the implementers of the initiative to inform the formulation of the participatory M&E process (in which communities will contribute to collecting data for project and post project monitoring).

Land Degradation Neutrality Target Setting Program implemented by the GoL with technical support from the Global Mechanism the UNCCD, in collaboration with multiple international partners.

159. The objective of the initiative is to set the Land Degradation Neutrality (LDN) targets for Lesotho. The country received technical guidance and specialized expertise from the UNCCD throughout the target-setting process, linked to the four building blocks for LDN target setting[52]. The country has already set its National Voluntary LDN Targets, which state that by 2030, it will achieve the following against baselines established in 2015, and an improvement of 5% of the land. The improvement is expected mainly in the Lowlands and Foothills of Lesotho where majority of the land is used for cropping. The target is to also improve Soil Organic Carbon in all land classes. *Relationship to this project*: The PMU will link with the implementers of the initiative to identify best practices and share information to contribute to the development of the IWM Plan M&E system. They will explore the possibility of setting an M&E for monitoring LDN targets in the sub-catchment using the nationally agreed indicators

GEF ID 9054 (UNDP) – Support to the Orange-Senqu River Strategic Action Programme (SAP) Implementation.

160. The objective of this project is to strengthen the joint management capacity for the basin-wide integrated water resources management (IWRM) plan implementation and demonstrating environmental and socioeconomic benefits of ecosystem-based approach to water resources management through the implementation of SAP priority actions in the Orange-Senqu River basin. *Relationship to this project:* This project will build on technologies for engaging communities in improved rangelands management and climate smart agriculture developed by the SAP, in particular methodsf for assessing rangeland condition and reseeding degraded areas.

GEF ID 5075 (UNDP) – Reducing Vulnerability from Climate Change (RVCC) in the Foothills, Lowlands, and the Lower Senqu River Basin.

161. The project objective is to mainstream climate risk considerations in the Land Rehabilitation Programme of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks. Relationship to this project: The MTR of the RVCC project highlighted the importance of linking a project to

[52] a) Leveraging LDN: facilitating the engagement of decision makers and stakeholders involved in land management and the LDN target-setting process; b) Assessing LDN: strengthening country's capacities for making informed decisions on what action to take by assessing the current state of land and the drivers of land degradation, using the best available data; c) Setting LDN targets and associated measures: supporting the country to define its ambitions in combating land degradation by defining LDN targets and measures, and; d) Achieving LDN: helping the country to create an enabling environment by integrating LDN into national policies and identifying investment opportunities along with transformative LDN programmes and projects.

similar on-going initiatives in the country via a carefully managed process of generating and sharing lessons. It also highlighted the difficulty of doing so without KM and M&E plans. Building on this lesson, the proposed project will organize a national workshop to share lessons on rangeland rehabilitation and restoration, IWM planning and implementation and climate smart agriculture initiatives in the country. It will also upscale technologies piloted by the RVCC project including adoption of the Farmer Field Schools[53] approach, the use of agro-ecological assessment and planning tool to identify viable climate-smart SLM technologies and range rehabilitation measures.

GEF ID 5742 (UNDP) – Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4ALL).

162. The project aims to catalyse investments in renewable energy-based mini-grids and Energy Centres to reduce GHG emissions and contribute to the achievement of Lesotho's Vision 2020 and SE4All goals. It catalyzes private sector financing to establish renewable energy technology businesses and village Energy Centres in selected areas, including the Sebapala sub-catchment. Relationship to this project: The project will link communities in the Sebapala sub-catchment (project area) to the SE4ALL project to gain awareness on the alternative energy technologies available, including how to access them.

GEF ID 5124 (FAO) – Strengthening Capacity for Climate Change Adaptation through Support to the IWRM Programme in Lesotho**.**

163. This project supports implementation of sustainable land and water management practices (SLM/W) and resource conservation measures in selected watersheds to reduce vulnerability and enhance adaptive capacity at the community level. It also strengthens diversified livelihood strategies focusing on crop, livestock, and agroforestry systems at the community level in selected watersheds in the three most vulnerable livelihood zones. *Relationship to this project*: best practices generated by the project will inform the implementation of this proposed project, particularly outcomes 3 and 4.

GEF ID 6926 (United Nations Environment Programme) – Strengthening Climate Services in Lesotho for Climate-Resilient Development and Adaptation to Climate Change.

164. The project objective is to strengthen the climate-monitoring capabilities, early warning systems and human resources in Lesotho in order to effectively address climate impacts and better plan adaptation to climate change. *Relationship to this project:* Information regarding climate change and variability generated by the Climate Services in Lesotho will be built into the design and implementation of IWM plans and action plans, as well as the implementation of action plans (range rehabilitation, climate smart agriculture and restoration of the watershed).

Small Grants Programme (SGP) of UNDP.

165. The SGP was started in 2007 and has funded over 74 projects including assistance for the establishment of community botanical gardens and enhancing the capacity of NGOs and community-based organisations in project development and management. The program has had a notable effect on soil and water conservation and has seen more than 50 species of plants conserved and protected. Projects currently under implementation cover a wide range of areas including biological and physical rehabilitation of the rangeland resources, landscape conservation and climate-smart agro technologies, and community participation, including youth, women, men, and vulnerable populations in the rural areas. *Relationship to this project*: Lessons learnt, best practices and information developed under the SGP will be taken into consideration during project implementation. UNDP officers from the SGP participated during consultations for the final project design, as an initial step to promote cooperation between the SGP and the project.

[53] The FFS approach was developed by FAO and has been tested under similar conditions in many GEF funded projects in many countries, including via the RVCC project in the Senqu basin.

Risks and Mitigation Measures

166. Impacts and opportunities related to COVID-19 have been assessed and are presented in a COVID-19 Response Strategy for the project (Annex 20). Based on application of UNDP's standard Social and Environmental Screening Procedure, the overall project risk categorization is **Moderate** (see SESP - Annex 9). As per standard UNDP requirements, the Project Manager, supported by the Technical Advisor, will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk log (Annex 5), which will be updated annually, ahead of completion of the Project Implementation Review (PIR). Risks will be reported as critical when the impact and probability are high (i.e. when impact is rated as 5 or 4 and probability is rated at 3 or higher). Management responses to critical risks, as well as environmental and social grievances, will also be reported to the GEF in the annual PIR. The detailed risk management strategy for the project is included in Annex 5.

167. Application of the UNDP Social and Environmental Safeguards Screening procedure (SESP - See Annex 9) found that there are no Indigenous Peoples (as per the UN definition) in Lesotho (See Standard 6), and it is, therefore, unnecessary to develop an Indigenous People's Plan. Under Standard 5 (displacement), the potential risk of economic displacement resulting from any restriction of access to resources (through, for example, enforcement of new grazing plans) , was considered negligible. This is because community leaders and members will participate voluntarily, and on an informed basis, in formulation of land-use zonation maps, community action plans and any new land-use plans or bylaws that affect access to natural resources.

168. Whilst this project is rated in the Moderate Risk category, and most risks have been mitigated through project design, the project will develop a formal Grievance Mechanism at project inception, in accordance with UNDP's Social and Environmental Standards Policy. This will ensure that stakeholders have a known and transparent channel and process through which any grievances can be directed, and addressed.

Stakeholder engagement plan

169. The successful implementation of the project will depend heavily on effective communication and coordination among the multiple project stakeholders, and the implementation of mechanisms to ensure their participation. The key national and sub-national stakeholders include MFRSC, MoW, MFAS, MTEC, MLGCA, and community groups and associations. A gender-responsive, culturally sensitive and inclusive stakeholder consultation process underpinned the formulation of this project (see Stakeholder Engagement Plan – Annex 4). At the local level, the most relevant stakeholders are community leaders (Chiefs and headmen) and community groups (e.g. grazing associations, herders association, traditional healers, custodians, harvesters and users of natural resources), including women's groups, and their members. These stakeholders are the primary beneficiaries of the project. They will work as key agents of change in the landscape through active involvement in the key project activities such as IWM action-planning, rangeland restoration, adoption of climate smart agriculture practices, bringing cultivated lands under sustainable land management and conserving soil and water to improve land productivity. The project's Stakeholder Engagement Plan (Annex 4) includes information summarizing the main PPG workshops convened and stakeholder meetings conducted, and a list of people consulted during project development. The Stakeholder Engagement Plan will be revised during the project inception period and submitted to the Project Board for review.

170. Gender equality and Women's Empowerment: The project is classified as UNDP GEN2 (gender equality is a significant objective). During the project preparation process, a gender analysis was undertaken and a Gender Action Plan (Annex 8) developed to ensure gender mainstreaming in the project; specific gender-based indicators will be used for monitoring and a gender specialist will be part of the Project Management Unit (PMU) to facilitate improvements to gender equality and women's empowerment.

171. South-South and Triangular Cooperation (SSTrC): Learning opportunities and technology transfer from peer countries will be further explored during project implementation. To present opportunities for replication in other countries, the project will codify good practices and facilitate dissemination through global on-going South-South and global platforms, such as Africa Solutions Platform, the UN South-South Galaxy knowledge

sharing platform and IUCN PANORAMA[54]. It will also facilitate stakeholder participation in regional lesson-sharing opportunities convened under the National ICM Programme of Lesotho.

172. In addition, to bring the voice of Lesotho to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on Integrated Watershed and Sustainable Land Management. The project will furthermore provide opportunities for regional cooperation with countries that are implementing initiatives on IWM/SLM/Land degradation in geopolitical, social and environmental contexts relevant to the proposed project in Lesotho.

Innovativeness, Sustainability and Scaling Up

173. *Innovativeness*: Both Integrated Catchment (Watershed) Management and Sustainable Land Management are not new concepts in Lesotho. Many of the practices that will be implemented under this project are also well-documented and have been piloted at other sites in the country. However, the IWM approach has yet not been put into practice at the watershed level before, and this is where the innovation in this project lies. The Sebapala Integrated Watershed Master Plan, and its associated Community Action Plans, will be among the first to be developed in the country, applying the new nationally adopted principles and guidelines. The project will also pilot some novel approaches, including an incubation pilot for reseeding using indigenous grass seeds, and innovative technologies and applications for making the IWMP plan and its underlying data accessible to users (such as a mobile phone application). If the indigenous grass re-seeding pilot is successful, it will be a trailblazer for Lesotho, providing a new, locally-adapted method for rehabilitating grasslands, restoring biodiversity and providing communities with potential new business opportunities.

174. *Sustainability*: The project will ensure that local-scale environmental gains can be sustained into the future by putting in place integrated watershed management plans that give simultaneous consideration to environmental and social gains, the location of a land-uses at the landscape scale, and the long term impacts of land use on land quality and water resources. Implementing SLM in the context of carefully-crafted Integrated Watershed Management Plans will mean that the environmental gains at particular sites contribute to maintaining ecological functionality at a landscape scale and over time. It will also help ensure that environmental gains achieved at one site are not compromised later by inappropriate location of other land uses or developments

175. One of the issues that has compromised the sustainability of SLM interventions in the past has been the lack of co-ordination, knowledge-sharing and other capacities needed for integrated planning and management of baseline programs. In order to sustain SLM programmes (and the associated environmental gains) catalysed under this Project, attention will be given to strengthening capacity for integrated planning and management as well as promoting knowledge-exchange.

176. The project places strong emphasis on increasing institutional and individual capacities in key institutions across the resource management spectrum. By focussing on training and capacity development (including technical skills, knowledge of SLM and IWRM as well as management, and financial and other organizational skills, among others), the project will contribute to institutional sustainability. The institutional arrangements that the project will put into place to ensure coordinated planning, implementation and monitoring will serve as the precursors to establishment of new ICM governance structures to be put in place under the new National ICM Guidelines.

177. The social sustainability of the project will be enhanced through the establishment of multi-stakeholder partnerships that foster collaboration, and through activities that contribute to incremental improvements in the living conditions of communities. The project will support the establishment of forums and associations that promote integration, co-ordination and complementarity, and that identify opportunities for participation, co-operation and collective action. These will facilitate knowledge-exchange, lesson-sharing,

[54] https://panorama.solutions/en

mutual learning and self-improvement, and will help to resolve conflicts and improve the efficiency and effectiveness of interventions.

178. *Scalability*: This project has been designed to facilitate scaling up across the Tosing Community Council, with transferability to neighbouring watersheds and beyond. The Sebapala Integrated Watershed Management Master Plan will be developed for the entire domain of the Tosing Community Council - an area with a population of 23,839 people (11,786M, 12,053F). All of these people will be beneficiaries of the Master Plan and at least 80 percent of them should participate directly in its formulation. The Plan will provide all residents of the Tosing Community Council with a spatial framework, knowledge and a set of solutions that will enable them to recognize and understand the land degradation challenges in their landscape, and select and apply practical measures to address them. Although Community Action Plans will only be developed in part of the Watershed, they will provide replicable models that can be developed elsewhere. The way the project has been designed, it will work to develop the practical skills of a sub-set of the population, strengthening local community structures and individuals (such as Chiefs , and farmer's Associations) who can serve as multipliers in their communities. Under Outcome 2, investments will be made in developing the knowledge, understanding and practical skills of a wide cross-section of stakeholders, and strengthening local organizations. At the District level, the technical capacities of officials and the extension services will be strengthened so that they can replicate the planning processes that will be initiated through the project. The National Integrated Catchment Programme will provide an effective vehicle for mobilizing investment to enable upscaling of lessons learnt and models developed under the Sebapala IWM project. In particular, the indigenous re-seeding incubation pilot holds potential to provide a replicable model that can be scaled up across Lesotho to address land degradation, achieve conservation goals and stimulate diversification and strengthening of local livelihoods. The project will share lessons learnt through multiple channels, which will contribute to enabling scalability, with coordination provided through the new ICM governance structures.

5 STRATEGIC RESULTS FRAMEWORK

179. Note: (i) The boundaries of the Sebapala River Watershed are aligned more or less with the boundaries of the Tosing Community Council (TCC). This defines the boundaries of the project's broader planning domain. (ii) The Sebapala Sub-catchment (number 54 identified in the National Catchment Map, and referred to as SC54) is one of two sub-catchments making up the TCC; (iii) The IWM Master Plan will be developed for the whole of the Sebapala Watershed/Tosing Community Council. Community action plans will be piloted in SC54 and surrounding areas within TCC. On-the-ground activities will be piloted in SC54, with some rolled out outside of SC54

This project will contribute to the following Sustainable Development Goal (s): 15 (Life on land); 1 (No poverty); 2 (Zero hunger); 3 (Health and Well-Being); 5 (Gender Equality); 6 (Clean Water and Sanitation); 13 (Climate Action); 17 (Partnerships for the Goals)				
This project will contribute to the following country outcome (UNDAF/CPD, RPD, GPD): 3.2: By 2023, the people of Lesotho use natural resources in a more sustainable manner and the marginalized and most vulnerable are increasingly resilient				
	Objective and Outcome Indicators	**Baseline**	**Mid-term Target**	**End of Project Target**
Project Objective: To mainstream sustainable rangeland management and land restoration into the use of watersheds, enhance the flow of agro-ecosystem goods and services and improve livelihoods of agro-pastoral communities in the Sebapala Watershed (Tosing Community Council) in the Lower Senqu Basin	**<u>Indicator 1: (Mandatory GEF 7 Core Indicator 3)</u>** **Area of land restored (in ha), including:** Sub-indicator 1.1: natural grasslands and shrublands (incorporating rangelands) (Core Indicator 3.3) Sub-indicator 1.2: Areas of wetlands restored (Core Indicator 3.4)	*In Tosing Community Council:* *106, 282 ha of shrublands and grasslands in TCC (of which 47,091 are in SC 54), with 90,339 ha used for rangelands in TCC (40,027 of these in SC54188,696 ha rangelands (incorporating grasslands and shrublands)* *(extent degraded to be determined at inception)* *847 ha wetlands, and 751 ha other associated aquatic and riparian habitats*	*At least 3,800 ha restored through implementation of mechanical restoration measures (terraces, stone-bunds, water furrows, cross-slope barriers, gabions etc), other soil and water conservation measures, and improved rangeland management (40% of EOP target)* *At least 200 ha of wetlands restored and under IWRM* *(Total area restored is 4,000ha)*	*At least 10,000 ha of land restored through implementation of mechanical restoration measures (terraces, stone-bunds, water furrows, cross-slope barriers, gabions etc), other soil and water conservation measures and improved rangeland management* *At least 1,500 ha of wetland and riparian habitat restored and under IWRM and productive water use* *(Total area restored is 11,500 ha)*

	Indicator 2 : (Mandatory GEF Core Indicator 4) **Area of landscape under improved practices, outside of protected areas** Sub-indicator 2.1: Area of landscape (ha) under SLM in production systems (Core Indicator 4.3), including: Cultivated lands; rangelands; grasslands	*In Tosing Community Council:* *8,000 ha cultivated lands* *106,282 ha rangelands*	*At least 8,000 ha under improved practices, as follows* *Cultivated lands: at least 2,000 ha (farmlands in SC54 to be targeted first) under improved practices, with agreed plan in place for roll-out in remaining 6,000 ha across TCC* *Rangelands: at least 6,000 ha under improved practices (targeting SC54)*	*At least 23,000 ha under improved practices* *8,000 ha of agricultural lands under SLM/IWM practices and productive water use, across Sebapala River Watershed* *At least 15,000ha of rangelands/grasslands under improved practices*
	Indicator 3: (Mandatory GEF Core Indicator 11) **No. of direct and indirect beneficiaries, disaggregated by gender, as co-benefit of the GEF investment**	*Total population of potential beneficiaries in Tosing Community Council 23,839 (11,786 M, 12,053F)* *Of which:* *2,397 People in SC54 (1,125M, 1,272F)*	At least 50% of population of TCC participating directly in consultations for development of the IWM Master Plan (with 50M:50F split) At least 3,649 people (25% of target) in SC 54 and neighbouring villages benefitting directly as a result of the project (1,824M, 1,925F)	At least 80% of Tosing Community Council population (19,071 total, 9,428M, 9,642F) people in TCC benefit indirectly through delivery of the ICM Master Plan for Sebapala Watershed At least 14,597 people (7,298M, 7,299F) benefit directly through involvement in pilot projects to implement SLM/IWRM interventions, (including all 2,397 people in SC54)
Project component	**Institutional capacity at national and local levels for integrated watershed management**			
Project Outcome 1: Integrated Watershed Management Plan, with community action plans, facilitates implementation of landscape restoration, soil and water conservation, and Sustainable Land Management practices in the Sebapala Watershed	*Output 1.1: Institutional arrangements for coordination, planning, implementation and monitoring f the Sebapala IWM master Plan and community action plans.* *Output 1.2 Integrated Watershed Master Plan , complemented by sub-catchment-level community action plans, to facilitate implementation of land restoration, soil and water conservation, and SLM practices in productive landscapes in the Sebapala Watershed (Tosing Community Council)*			

	<u>Indicator 4:</u> Integrated Watershed Management Plan for Sebapala Watershed (including community action plans for land restoration, soil and water conservation, and SLM in production landscapes) developed and adopted *Sebapala IWM Master Plan covering 121,699 ha (Tosing Community Council)* *Community Action Plans covering at least 49,425 ha (Sebapala Sub-catchment SC54)*	*No IWMP plan or community action plans in place in Tosing CC or its sub-catchments*	*IW Master Plan developed and endorsed by National ICM Technical Secretariat and at least two community action plans for drainage basins in SC54 drafted and approved by District and local authorities*	*IWM Plan and at least 5 community action plans at sub-catchment level completed, endorsed by the National ICM Steering Committee and local governance structures and guiding management, with at least one Monitoring Report completed and informing adaptive management*
	<u>Indicator 5:</u> Institutional arrangements for co-ordnation of IWM planning, implementation and monitoring	*No institutional arrangements for IWM planning in place in Sebapala Watershed*	*IWM Plan Technical Secretariat and Stakeholder Coordination team in place and meeting regularly, according to agreed TORs, with minutes of all meetings kept*	*IWM Plan Technical Secretariat and Stakeholder Coordination Team capacitated to interface with Sebapala CPU and transfer skills, knowledge and capacity to implement the IWM Plan M&E system*
Outcome 2: District level technical officers, local authorities, and resource management institutions capacitated to implement IWM plans and enforce rules to prevent land and ecosystem degradation	*Output 2.1: Community Council by-laws developed to enforce implementation of Community Action Plans for integrated watershed management* *Output 2.2: Establishment and strengthening of community-level resource user groups (WUAs, Farmers' Associations, Farmer field Schools, Grazing Associations etc.) supported* *Output 2.3: District technical officers, village-level institutions, farmers' associations, and members of the community trained on SLWM practices for application at landscape and farm levels*			
	<u>Indicator *6:*</u> Number of effective bylaws providing legal basis for local-level implementation of IWM Master Plan and Community Action Plans	*Tosing Community Council and local-level structures currently have no bylaws for enforcing IWM*	*Full scoping assessment (review of legal instruments and identification of gaps in local-level regulatory framework) completed and consultative processes concluded for identification of new bylaws for ICM (number of bylaws to be determined during scoping)*	*At least three* by-laws developed by CC, adopted and in force as the legal basis for local-scale implementation of IWM plans (*number and type to be refined based on scoping study to be carried out in second year of implementation)*
	<u>Indicator 7:</u> Improved capacity scores of key resource management institutions responsible for			

	implementation of IWM Master Plan and community action Plans at Quthing District, TCC and local levels: *Systemic, institutional and individual capacities will be assessed using:* *The **UNDP Capacity Development Scorecard** for District-level institutions (Quthing District Officials, extension staff, and all other relevant entities under the approved National Governance Framework for ICM – such as the Catchment Management Joint Committee), and the* ***modified Capacity Development Scorecard**[55] for Tosing Community Council (Standing Committees on Finance, Planning and Environment; officials; extension staff), and local-level institutions (water supply groups, Grazing Associations, wool and mohair groups, vegetable growers, beekeepers – full list to be confirmed at project inception)*	*Baseline for District officials under national Ministries (and other relevant entities)* *55%* *Baseline for local-level institutions* *70%*	*Midterm score for district officials under national Ministries (and other relevant entities)* *60%* *Midterm score for local-level institutions:* *75%*	*End-of-project score for district officials under national Ministries (and other relevant entities)* *65%* *End-of-project score for local-level institutions:* *80%*
Project component 2:	**Integrated Watershed Management practices in the Sebapala Watershed**			
Outcome 3: Integrated Watershed Management practices (including SLM and SWM) effectively implemented over at least 34,500 ha in the Sebapala River Watershed, with ecosystem, climate resilience and livelihood benefits	*Output 3.1: Soil and water conservation measures implemented to combat soil erosion and promote water infiltration (including hillside terracing, stone-bunding, gully rehabilitation, re-seeding, tree-planting and soil improvement)* *Output 3.2: Rangeland restoration measures implemented to promote improved productivity and vegetative cover (measures including enforcement of rotational grazing plans, selective reseeding, resting and natural regeneration, removal of invasive species, pasture resting).* *Output 3.3: SLWM practices piloted by land users at selected sites to improve agricultural productivity (and strengthen resilience) measures including climate-smart agriculture, crop diversification, mixed crop-livestock systems, agroforestry)* *Output 3.4: Integrated water resources management promoted to augment water supply for community and household food production (measures including rainwater harvesting, in-field planting pits and keyhole gardens)*			
	<u>Indicator 8:</u> Area of land restored or under improved land use practices, measured in total, and separately for: <u>Sub-indicator 8.1</u>: Agricultural lands <u>Sub-indicator 8.2:</u> Grasslands and shrublands (incorporating rangelands) <u>Sub-indicator 8.3</u>: Wetlands and riparian habitats Targets to be disaggregated for the whole Sebapala River Watershed (=Tosing Community Council - TCC)	*Total area under different kinds of landcover:* *(Extent degraded to be determined at inception)* *Agricultural lands 8,181 ha in TCC, of which 612 ha are in SC 54*	*Total area under restoration or under improved practices by midterm: 12,000ha* *Agricultural lands: 2, 000 ha under improved practices - 400 ha in SC54, with agreed plans in place for roll out more broadly over a further 1,600 ha in TCC* *At least 6,000 ha of rangelands under improved practices*	*At least **34,500 ha** restored or under improved practices:* *At least 8,000 ha of agricultural lands under improved SLM practices* *15,000 ha of degraded rangelands under improved practices*

[55] See Annex 16 for details. During the PPG, and based on consultation with stakeholders, a simplified version of the Scorecard was developed that targets key capacities required at local level, and that will be practicable for local-level stakeholders to update.

	and the Sebapala Sub-catchment (No. 54 in catchment map – SC54)	*106, 282 ha of shrublands and grasslands in TCC (of which 47,091 are in SC 54), with 90,339 ha used for rangelands in TCC (40,027 of these in SC54)* *847 ha of wetlands in TCC (of which 496 ha are in SC54), and 953 ha of other riparian/aquatic habitats in TCC (of which 202 ha are in SC54)*	*At least 3,800 ha of rangelands under fast tracked''restoration , targeting hotpots in SC54 first, with plans in place for roll-out of soil and water conservation measures in remainder of SC54 and TCC, as appropriate* *At least 200 ha of headwater wetlands under emergency restoration (targeting wetlands in Upper Sebapala and Tsatsane minor drainage basins in SC54 first), with sites for further roll-out identified*	*10,000ha degraded rangelands restored through improved soil and water conservation and grazing management measures* *At least 1,500 ha of wetlands and riparian habitats under IWRM (including 496 ha of restored wetlands)*
Project component 3	**Gender mainstreaming, Knowledge Management, and M&E**			
Outcome 4: Lessons learnt by the project through gender mainstreaming, knowledge management and participatory M&E are used to promote SLWM in the wider Sebapala Watershed and nationally	*Output 4.1: Project gender strategy and action plan implemented, monitored and reported on* *Output 4.2: Knowledge management system to facilitate participatory M&E, ongoing learning and adaptive management in the watershed and nationally, with active participation of key project stakeholders and project partners*			
	<u>Indicator 9:</u> Ratio of women/ men benefitting from project interventions, in accordance with Gender Action Plan	*Total population of potential beneficiaries in Tosing Community Council 23,839 (11,786 M, 12,053F)* *Of which:* *2,397 People in SC54 (1,125M, 1,272F)*	At least 50% of population of TCC participating directly in consultations for development of the IWM Master Plan (with 50M:50F split) At least 3,649 people (25% of target) in SC 54 and neighbouring villages benefitting directly as a result of the project (1,824M, 1,925F)	At least 80% of Tosing Community Council population (19,071 total, 9,428M, 9,642F) people in TCC benefit indirectly through delivery of the ICM Master Plan for Sebapala Watershed (11,786M, 12,053F) At least 14,597 people (7,298M, 7,299F) benefit directly through involvement in pilot projects to implement SLM/IWRM interventions, (including all 2,397 people in SC54)
	<u>Indicator 10:</u> Number of manuals, policy briefs, reports and lessons on SLWM in Sebapala Watershed collated and shared, and learning exchanges convened	*Currently there are no policy-briefs or SLM knowledge products specific to the Sebapala Watershed, and no comprehensive knowledge*	*Sebapala Catchment Communications and Knowledge Management Framework in place and guiding development and distribution of policy briefs and lessons*	*Sebapala Catchment Communications and Knowledge management Framework fully implemented, Web-based knowledge management system in place*

		management or M&E syste for IWM/SLM. *An SLM Toolkit for Lesotho (based on work in the Maseru District) is available, and a booklet capturing lessons on Rangeland Rehabilitation in the Mount Moorosi area* *Stakeholders in the Sebapala have not yet benefitted from SLWM learning exchanges*	*learnt, and participation in learning exchanges:* *At least:* *1 Technical Report/Policy Brief* *4 Best-practice/lessons learnt communications pieces (at least one of which should have a specific gender focus)* *At least five local-level learning exchanges facilitated* *Participation by Sebapala stakeholders in at least one national or regional knowledge-exchange event, with a report prepared on lessons learnt*	*and serving information and knowledge products on ICM in Sebapala Catchment, including at least:* *4 Technical Reports [56] /Policy Briefs* *8 best-practice/lessons [57] learnt communications pieces* *At least one national knowledge-sharing workshop convened, ahead of TE, with proceedings collated as a technical lessons-learnt report* *Participation in at least 2 regional or national knowledge-exchange events, with reports prepared on lessons learnt* *Community-led advocacy programme operational*

[56] To include at least: (i) one Report on implementation of the indigenous grass-reseeding pilot in Sebapala Subcatchment; (ii) Lessons Learnt from implementation of Lesotho's new governance model for ICM at subcatchment level (with policy recommendations)

[57] To include at least one case study each on: (i) The Role of Women in adoption of ICM in Sebapala Sub-catchment; (ii) Lessons Learnt reports form at least 2 local-level knowledge-sharing events and 1 national event (iii) At least one Photo Essay published through the UNDP Ecosystems & Biodiversity Exposure platform to capture human-interest stories from the project; (iv) Once case study on the Sebapala Catchment Community Advocacy Programme (to be published through a platform such as IUCN Panorama Solutions)

6 MONITORING AND EVALUATION (M&E) PLAN

180. The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. The Monitoring Plan included in Annex 3 provides details on the roles, responsibilities, and frequency of monitoring project results.

181. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements. Additional mandatory GEF-specific M&E requirements (described in the Section below) will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies[58]. The costed M&E plan included below, and the Monitoring plan in Annex 3, will guide the GEF-specific M&E activities to be undertaken by this project. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

Additional GEF monitoring and reporting requirements:

182. Additional GEF monitoring and reporting are described below and summarized in Table 2, together with the cost, responsible parties and timing.

183. Inception Workshop and Report: A project inception workshop will be held within 60 days of project CEO endorsement, with the aim to:

a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.

b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.

c. Review the results framework and monitoring plan.

d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.

e. Update and review responsibilities for monitoring project strategies, including the risk log, SESP report, and other safeguard requirements, project grievance mechanisms, stakeholder engagement plan, gender strategy, knowledge management strategy, and other relevant management strategies.

f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.

g. Plan and schedule Project Board meetings and finalize the first-year annual work plan.

h. Formally launch the Project.

184. *GEF Project Implementation Report* (PIR): The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in

[58] See https://www.thegef.org/gef/policies_guidelines

the PIR. The PIR submitted to the GEF will be shared with the Project Board. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

185. *Knowledge management*: The project team will ensure extraction and dissemination of lessons learned and good practices to enable adaptive management and upscaling or replication at local and global scales (supported by output 4.2). Results will be disseminated to targeted audiences through relevant information sharing fora and networks. The project will contribute to scientific, policy-based and/or any other networks as appropriate (e.g. by providing content, and/or enabling participation of stakeholders/beneficiaries) in technical meetings. The project will also hold at least one national lesson-sharing workshop to share lessons, and will ensure full participation of project stakeholders in lesson-sharing events that are convened under the national ICM Programme (implementation of which is being supported by EU/GIZ).

186. *GEF Core Indicators*: The GEF Core indicators included as Annex 10 will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE, noting that the project team is responsible for updating the indicator status. The updated monitoring data will be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent ground-truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF website.

187. *Independent Mid-term Review (MTR):* The terms of reference, the review process and the final MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center (ERC). The evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired by UNDP evaluation specialists to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the consultants should not be in a position where there may be the possibility of future contracts regarding the project under review. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report and MTR TOR will be publicly available in English and will be posted on the UNDP ERC by June 2024. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion.

188. *Terminal Evaluation* (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center. The evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired by UNDP evaluation specialists to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the consultants should not be in a position where there may be the possibility of future contracts regarding the project being evaluated. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report and TE TOR will be publically available in English and posted on the UNDP ERC by November 2024. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion.

189. *Final Report*: The project's terminal GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

190. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the

GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[59] and the GEF policy on public involvement[60].

Table 2: Budgeted M&E Plan

Monitoring and Evaluation Plan and Budget			
GEF M&E requirements	**Responsible Parties**	**Indicative costs (US$)**	**Time frame**
Inception Workshop	Implementing Partner Project Manager	Total: $5,000	Within 60 days of CEO endorsement of this project.
Inception Report	Project Manager	None	Within 90 days of CEO endorsement of this project.
Monitoring of indicators in project results framework	Project Manager will oversee national institutions/agencies charged with collecting results data.	Per year: $1,000 ($4,000)	Annually prior to GEF PIR. This will include GEF core indicators.
GEF Project Implementation Report (PIR)	Regional Technical Advisor; UNDP Country Office; Project Manager	None	Annually typically between June-August
Monitoring all risks (Atlas risk log)	Project Manager	None	On-going.
Monitoring of stakeholder engagement plan	Project Stakeholder Engagement Officer	None	On-going.
Monitoring of gender action plan	Project Gender Officer	Per year: $1,000 ($4,000)	On-going.
Project Board Meetings	Implementing Partner Project Manager	*Total: $10,000*	Annually.
Reports of Project Board Meetings	Implementing Partner Project Manager	None	Annually.
Lessons learned/KM	Project Manager	*Total $8,000*	Annually.
Supervision missions	UNDP Country Office, Project Steering Committee	None[61]	Annually
Oversight missions	UNDP-GEF RTA and UNDP-GEF Directorate	None[61]	Troubleshooting as needed
Mid-term GEF Core indicators	PMU	*$1,000*	*Before mid-term review mission takes place.*
Independent Mid-term Review (MTR) and management response	UNDP Evaluation Specialists and independent evaluation consultants.	*$15,000*[62]	*2024.* Only oversight can be charged to the GEF Fee.
Terminal GEF Core indicators	PMU	*$1,000*	Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) and management response	UNDP Evaluation Specialists and independent evaluation consultants.	$20,000[63]	*2026.* Only oversight can be charged to the GEF Fee.
TOTAL indicative COST Excluding oversight/project assurance costs. Project implementation costs to be included in Component 4 KM and M&E outcome in TBWP.		*$68,000 (3% of UNDP and GEF grants)*	

[59] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/
[60] See https://www.thegef.org/gef/policies_guidelines
[61] The costs of UNDP CO and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee
[62] This is a small project with a total budget of US$ 2.1 million; $15,000 for IC
[63] This is a small project with a total budget of US$ 2.1 million; $20,000 for IC

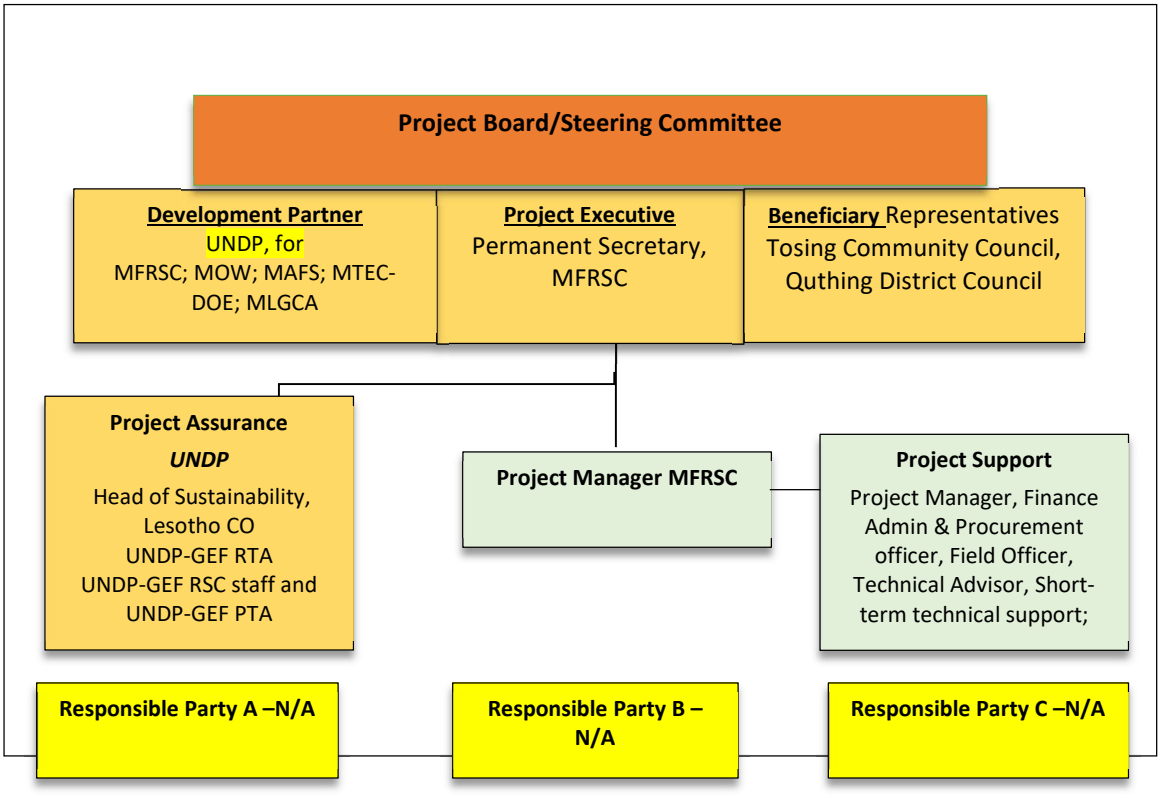
7 GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of the project's governance mechanism:

191. Implementing Partner: The Implementing Partner for this project is the Ministry of Forestry, Range and Soil Conservation (MFRSC). The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document. The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management as outlined in this Project Document;
- Procurement of goods and services, including human resources;
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

Figure 3: ***Project organisation structure:***



192. Governance role for project Responsible Parties (RPs) for Implementation: The project implementation modality is NIM. Although the project will not engage additional Responsible Parties (per UNDP description of RPs), it will be implemented in very close collaboration with the Ministries of Agriculture and Food Security (output 3.2 and 3.4), Water Resources (Outcome 1) and the Local Government and Chieftainship Affairs (Output 2.2). Engagement of these institutions will be guided by Memoranda of Understanding (MoUs). None of these institutions will handle more than US$ 300,000 for the entire duration of the project.

193. Project stakeholders and target groups: A stakeholder engagement plan is presented in Annex 4, outlining participation of project stakeholders in implementation of activities.

194. UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering GEF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is responsible for the Project Assurance role of the Project Board/Steering Committee.

195. Project Board: The Project Board (also called Project Steering Committee) is responsible for taking corrective action as needed to ensure the project achieves the desired results. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

196. Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;
- Agree on project manager's tolerances as required, within the parameters set by UNDP-GEF, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP-GEF
- Ensure coordination between various donor and government-funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Review combined delivery reports prior to certification by the implementing partner;
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;

- Address project-level grievances;

- Approve the project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;

- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

- Ensure highest levels of transparency and take all measures to avoid any real or perceived conflicts of interest.

197. The composition of the Project Board must include the following roles:

Project Executive: Is an individual who represents ownership of the project and chairs the Project Board. The Executive is normally the national counterpart for nationally implemented projects. The Project Executive is: The Permanent Secretary, Ministry of Forestry, Range and Soil Conservation.

Beneficiary Representative(s): Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often civil society representative(s) can fulfill this role. The Beneficiary representatives are: Tosing Community Council.

Development Partner(s): Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The Development Partner is the UNDP Resident Representative, on behalf of the Ministry of Forestry, Range, Soil and Water Conservation – Department of Soil Conservation (MFRSC), Ministry of Water (MOW) – Department of Water Affairs, Ministry of Agriculture and Food Security (MOAFS), Ministry of Tourism, Environment and Culture (MTEC) - Department of Environment (DOE), and Ministry of Local Government and Chieftainship Affairs (MLGCA).

Project Assurance: UNDP performs the quality assurance role and supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed, and conflict of interest issues are monitored and addressed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. UNDP provides a three – tier oversight services involving the UNDP Country Offices and UNDP at regional and headquarters levels. Project assurance is totally independent of the project execution function.

Project extensions: The UNDP Resident Representative and the UNDP-GEF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the UNDP Country Office oversight costs in excess of the CO's Agency fee specified in the DOA during the extension period must be covered by non-GEF resources.

198. Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Project Board. The Implementing Partner appoints the Project Manager, who must be different from the Implementing Partner's representative in the Project Board. The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will inform the Project Board and the Project Assurance roles of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted. The Project Manager will remain on contract until the Terminal Evaluation report and the

corresponding management response have been finalized and the required tasks for operational closure and transfer of assets are fully completed. Specific responsibilities include:

199. (a) Manage the overall conduct of the project; (b) Plan the activities of the project and monitor progress against the approved workplan; (c) Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work; (d) Monitor events as determined in the project monitoring plan, and update the plan as required; (e) Provide support for completion of assessments required by UNDP, spot checks and audits; (f) Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form; (g) Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports; (h) Monitor progress, watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results; (i) Ensure that changes are controlled and problems addressed; (j) Perform regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities; (k) Prepare and submit financial reports to UNDP on a quarterly basis; (l) Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log; (xiii) Capture lessons learned during project implementation.; (m) Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required; (n) Prepare the inception report no later than one month after the inception workshop. (o) Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR.; (p) Prepare the GEF PIR; (q) Assess major and minor amendments to the project within the parameters set by UNDP-GEF; (r) Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans; (s) Monitor and track progress against the GEF Core indicators. (t) Support the Mid-term review and Terminal Evaluation process.

8 FINANCIAL PLANNING AND MANAGEMENT

200. The total cost of the project is USD 5,501,826. This is financed through a GEF grant of $ 2,101,826, $ 200,000 in cash co-financing to be administered by UNDP; and, $ 3,200,000 in other co-financing (in-kind, or recurrent expenditures – as described in Table 3). UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

201. **Confirmed Co-financing:** The realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. Note that all project activities included in the project results framework that will be delivered by co-financing partners (even if the funds do not pass through UNDP accounts) must comply with UNDP's social and environmental standards. Co-financing will be used for the project activities/outputs outlined in Table 3. Table 4 shows detailed budget notes for the GEF and UNDP grants. Letters confirming co-finance are provided in Annex 14.

Table 3: Co-finance and its Use

Co-financing source	Co-financing type	Co-financing amount	Details	Risks	Risk Mitigation Measures
UNDP	Grant	200,000	Project Management Costs, vehicle, technical support and linkages to other experts	Low – unavailability of TRAC resources	Inclusion of SLM related outputs and indicators in the CPD.
Ministry of Forestry, Range and Soil	In kind	2,500,000	• Office space, Logistics and Utilities;	Low • Political interference	• Lesotho has adopted two National

Conservation (MFRSC) - *Department of Soil and Water Conservation* ***(Type of co-financier: Government)***			• Salaries of the core Ministry staff engaged in project implementation for four years; • Transport and administrative support. • Training of communities; • Availing heavy machinery necessary for construction of check dams and water pans; • Inputs for seedlings, • Information dissemination via all relevant communication channels.	with project implementation plans; • Budget shortfalls; • Officers may be too busy with non-project work; • Slow pace of government procurement process.	Programmes related to this project: National Integrated Watershed Management and the Land Restoration Programme through public works, demonstrating commitment to local implementation. • The Permanent Secretary of MFRSC is the Project Director, a senior officer in the Ministry. The PB will monitor all co-finance contribution, especially provision of staff members to participate in the project and information to inform project activities. It will raise the issue with the Project Director if challenges emerge and request him/her to intervene with the PSs of other Ministries as relevant. • The PB has representative from all the project partners. Representation at the PB will be
Ministry of Tourism, Environment and Culture (MTEC) - *Department of Environment*	In kind	500,000	• Salaries of the staff engaged in project implementation for four years		
Ministry of Agriculture and Food Security Quthing	In kind	200,000	• Salaries of the core Ministry staff engaged in project implementation for four years; • Transport and administrative support. • Training of communities on climate smart agriculture and support to Farmer Field Schools; • Linking the project to best practices being generated via the WAMPP and SADP projects.		

					pitched at senior officers' level (minimum Director) to ensure that they monitor provision of co-finance and can make decisions related to the co-finance for their Ministries. • Discussions on co-finance realization will be a standing item at every PB meeting to ensure monitoring of its realization, identifying any challenges early on and finding mitigation measures appropriately.
Total Co-finance		**3,400,000**			

202. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team to ensure accurate reporting to the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

203. Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process will be discussed during the Inception workshop.

204. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, and if there is no increase of the project budget, one extension of the operational closure date beyond the initial duration of the project may be approved by the UNDP-GEF Directorate. However, all costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

205. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. **Operational closure must happen within 3 months of posting**

the TE report to the UNDP Evaluation Resource Center. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

206. Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file64. The transfer should be done before Project management Unit (team) complete their assignments.

207. Financial completion (closure): The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

208. The project will be financially completed within 6 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

209. Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Directorate in New York. No action is required at CO level on the actual refund from UNDP project to the GEF Trustee.

64 See https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default

9 TOTAL BUDGET AND WORK PLAN

Atlas Proposal of Award ID:	**00097375**	**Atlas Primary Output Project ID:**	**00101128**
Atlas Proposal or Award Title:	Integrated Watershed Management for improved agro-pastoral livelihoods in the Sebapala sub-catchment		
Atlas Business Unit:	LSO10		
Atlas Primary Output Project Title:	Integrated Watershed Management for improved agro-pastoral livelihoods in the Sebapala sub-catchment		
UNDP-GEF PIMS no.:	6081		
Implementing Partner:	Ministry of Forestry, Range and Soil Conservation (MFRSC)		

Atlas Activity (GEF Component)	Atlas Implementing Agent (Responsible Party[2] , IP or UNDP)	Atlas Fund ID	Donor Name	Atlas Budgetary Account Code[3]	ATLAS Budget Account Description[3]	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	*See Budget Note:*
Outcome 1: Integrated Watershed Management Plan, with Community Action Plans, facilitates implementation of landscape restoration, soil and water conservation, and sustainable land management practices in the Sebapala Watershed	**MFRSC**	**62000**	**GEF**	71600	Travel	8,000	8,000	5,000	4,000	25,000	1
				71200	International Consultants	6,000	7,000	7,000	6,000	26,000	2
				71800	Contractual services–Imp Partn	8,000	8,000	8,000	8,000	32,000	3
				72100	Contractual Services-Companies	55,000	80,000	50,000	10,000	195,000	4
				72800	Information Technology Equipment	10,000	5000	0	0	15,000	5
				74200	Audio Visual & Print Prod Costs	5,000	5,000	5,000	7,000	22,000	6
				75700	Training, Workshops and Confer	15,000	20,000	15,000	10,000	60,000	7
					Sub-Total GEF OUTCOME 1	**107,000**	**133,000**	**90,000**	**45,000**	**375,000**	
					Sub-Total UNDP Outcome 1	**0**	**0**	**0**	**0**	**0**	
					Total GEF OUTCOME 1	**107,000**	**133,000**	**90,000**	**45,000**	**375,000**	
Outcome 2: District level technical officers, local authorities, and resource management institutions capacitated to implement IWM plans	**MFRSC**	**62000**	**GEF**	71300	Local Consultants		20,000			20,000	8
				71600	Travel	6,585	10,000	10,000	5,000	31,585	9
				72100	Contractual Services-Companies	15,000	40,000	30,000	10,000	95,000	10
				74200	Audio Visual & Print Prod Costs	2,000	3,000	3,000	2,000	10,000	11
					Sub-Total GEF OUTCOME 2	**23,585**	**73,000**	**43,000**	**17,000**	**156,585**	

Atlas Activity (GEF Component)	Atlas Implementing Agent (Responsible Party[2] , IP or UNDP)	Atlas Fund ID	Donor Name	Atlas Budgetary Account Code[3]	ATLAS Budget Account Description[3]	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	*See Budget Note:*
and enforce rules to prevent land and ecosystem degradation					**Sub-Total UNDP Outcome 2**	-	-	-	-	-	
					Total Outcome 2	**23,585**	**73,000**	**43,000**	**17,000**	**156,585**	
Outcome 3: Integrated watershed management practices effectively implemented over at least 34,500 ha in the Sebapala Watershed	**MFRSC**	**62000**	**GEF**	71200	International Consultants	24,000	24,000	24,000	24,000	96,000	12
				71300	Local Consultants		5,250	7,000	7,000	19,250	13
				71600	Travel	7,500	7,500	7,500	7,500	30,000	14
				71800	Contractual Services - Impl Partner	37,000	37,000	37,000	37,000	148,000	15
				72100	Contractual Services-Companies	51,000	327,800	379,000	170,000	927,800	16
				72800	Information Technology Equipment	6,904				6,904	17
				73400	Rental & Maint of Other Equip	4,000	5,500	6,500	3,200	19,200	18
				74200	Audio Visual & Print Prod Costs	2,000	5,000	5,000	3,000	15,000	19
				72500	Supplies	2,000	2,000	2,000	2,000	8,000	20
				75700	Training, Workshops and Confer	10,000	15,000	20,000	15,000	60,000	21
					Sub-Total GEF OUTCOME 3	**144,404**	**429,050**	**488,000**	**268,700**	**1,330,154**	
		4000	**UNDP**	72200	Equipment and Furniture	44,000	-	-	-	44,000	22
					Sub-Total UNDP Outcome 3	**44,000**	**-**	**-**	**-**	**44,000**	
					Total OUTCOME 3	**188,404**	**429,050**	**488,000**	**268,700**	**1,374,154**	
Outcome 4: Monitoring and evaluation, knowledge management and gender mainstreaming ensures learning, equitable distribution of benefits and creates conditions for sustainability and upscaling	**MFRSC**	**62000**	**GEF**	71200	International Consultants		15,000		20,000	35,000	23
				71300	Local Consultants	11,200	11,200	11,200	11,200	44,800	24
				71600	Travel	3,900	3,500	3,900	3,900	15,200	25
				75700	Training, Workshops and Confer	10,000	13,000	11,000	11,000	45,000	26
					Sub-Total GEF Outcome 4	25,100	42,700	26,100	46,100	140,000	
					Sub-Total UNDP Outcome 4	-	-	-	-	-	
					Total Outcome 4	**25,100**	**42,700**	**26,100**	**46,100**	**140,000**	
Project management	**MFRSC**	**62000**	**GEF**	71800	Contractual Services – Imp part	20,000	20,000	20,000	20,000	80,000	27
				72200	Equipment and Furniture	3,000	0	0	0	3,000	28

Atlas Activity (GEF Component)	Atlas Implementing Agent (Responsible Party[2] , IP or UNDP)	Atlas Fund ID	Donor Name	Atlas Budgetary Account Code[3]	ATLAS Budget Account Description[3]	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	*See Budget Note:*
				72500	Supplies	775	775	775	762	3,087	29
				72800	IT Equipment	4,000	0	0	0	4,000	30
				75700	Training, Workshops and Confer	5,000	1600	1400	2000	10,000	31
					Sub Total PMC GEF	**32,775**	**22,375**	**22,175**	**22,762**	**100,087**	
		4000	**UNDP**	71800	Contractual Services – Indiv	32,000	32,000	32,000	32,000	128,000	32
				74100	Professional Services	3,000	3,000	3,000	3,000	12,000	33
				72400	Communic & Audio Visual Equip	4,000	4,000	4,000	4,000	16,000	34
					Sub-Total UNDP PMC	**39,000**	**39,000**	**39,000**	**39,000**	**156,000**	
					TOTAL PMU	**71,775**	**61,375**	**61,175**	**61,762**	**256,087**	
					SUB-TOTAL GEF	**332,864**	**700,125**	**669,275**	**399,562**	**2,101,826**	
					SUB-TOTAL UNDP	**83,000**	**39,000**	**39,000**	**39,000**	**200,000**	
					GRAND PROJECT TOTAL	**415,864**	**739,125**	**708,275**	**438,562**	**2,301,826**	

Summary of funds:

Source	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Total
GEF	**332,864**	**700,125**	**669,275**	**399,562**	**2,101,826**
Ministry of Tourism, Environment and Culture	**125,000**	**125,000**	**125,000**	**125,000**	**500,000**
Ministry of Forestry, Range and Soil Conservation	**625,000**	**625,000**	**625,000**	**625,000**	**2,500,000**
MLCGA - District Council Secretary- Quthing	**50,000**	**50,000**	**50,000**	**50,000**	**200,000**
UNDP	**83,000**	**39,000**	**39,000**	**39,000**	**200,000**
TOTAL	**1,215,864**	**1,539,125**	**1,508,275**	**1,238,562**	**5,501,826**

Table 2: ***Budget Notes***

Note	Explanation
Component 1, Outcome 1: ***Integrated Watershed Management plan, with Community Action Plans, facilitates implementation of landscape restoration, soil and water conservation, and sustainable land management practices in the Sebapala Watershed***	
1	This budget is reserved to meet the costs of **travel** that will be required to conduct consultations and field work for development of the Sebapala Master Plan and associated Community Action Plans. This will include: car rental[65] and rental of horses[66] (and a trained guide) to access remote areas in the Upper Sebapala Sub-catchment. Total over four three years: $25,000
2	This budget is reserved to hire a consultant to develop a Grievance Mechanism, following standard UNDP protocols; (Provide training to the PMU and other key stakeholders (including the consultancy team leading the IWM planning) in application of the GM across all project activities; Monitor the outcome in Year 2 (Note: if the Gender Expert (see Budget Note 24) also has experience in social safeguards, this consultancy can be merged with the contract of the gender Expert) Total: $26,000 spread over four years
3	This budget will contribute to the salary of the Project Manager (20% of gross salary @ $3,333/m), for the delivery of technical outputs (Output 1.2), as follows: 210.(a)Conduct consultations to agree on the Terms of Reference and composition of both the Sebapala IWM Technical Planning Secretariat and Stakeholder Coordination Forum/Team, secure the participation of nominated/designated persons and constitute the two entities; (b) Convene an inception meeting of the Technical Secretariat and Stakeholder Coordination Forum, followed by regular meetings, assist with logistical arrangements, and keep records of all meetings; (c) Equip the members of the Stakeholder Coordination Forum to raise awareness among their constituencies about the IWM Master Plan, its purpose, intended outputs and benefits for communities, and promote their participation in the planning process; (d) Conduct consultations and workshops with key decision-makers across all sectors at National, District and Community Council level to ensure they are fully-briefed on the Sebapala IWM Master Plan, and facilitate their participation and inputs; (e) Provide technical support to the Sub-catchment Coordination and Implementation Unit (or equivalent entity), once this has been established, to ensure effective implementation and monitoring of the Sebapala IWM Master Plan into the future; (f) Work in close collaboration with the EU/GIZ technical support project, serve as the project's technical focal point and interface between stakeholders of the Sepabala IWM Plan and the National Integrated Catchment Management Programme (g) Collate all relevant technical reports and information required by the IWM Planning team and make technical inputs to the catchment characterization process. Total: $32,000 over 4 years (part payment, to be consolidated with allocations under budget notes 15 & 27, Outcome 3)

[65] Although the project will have a dedicated vehicle, it is expected that when the full planning team is in-country, one vehicle will be inadequate to transport the team to the relevant sites and additional transport will be required.

[66] Terrain in the higher-altitude parts of the watershed is rough and not readily accessible by road. Field workers will be taken into the relevant sites on horseback, under the guidance of an accredited horse-trails guide.

Note	Explanation
4	These funds are reserved to procure the services of a suitable company, consortium of consultants, or NGO or other suitable entity, to facilitate development of the Sebapala IWM Master Plan, and its associated Community Action Plans[67]. The scope of services will be to: lead the technical planning (working in close collaboration with technical staff in relevant government departments and the Technical Planning Secretariat); undertake baseline assessments and analyses and gather necessary data, engage stakeholders and partners actively at all stages of the planning process, conduct a robust review process, deliver the plans and any associated materials in accessible formats targeted to different user groups, and train user groups in interpretation and adaptive application of the plans. The spread of expertise required will include: land degradation or rangeland management specialist/ grassland ecologist/SLM or IWM expert; land-use planner (with GIS expertise); stakeholder facilitation expert/social scientist; IT specialist with experience developing desktop and mobile applications for serving spatial data and supporting information (Note: The IT expert could be contracted separately or as part of the planning team). (See Annex 6: Technical Consultancies, and description under Output 1.2 in this Prodoc for further details of activities). Total allocation: $195,000 over four years; estimated time inputs are 90 days Yr 1, 120 days Yr 2, 80 days Yr 3 and 15 days Yr 4
5	Procurement of electronic/digital equipment and IT hardware and software required for data collection, analysis and interpretation under Output 2 (and to enable District technical officers to participate fully in development of the IWP plan, and its use. Including: Hand-held GPS devices; Digital camera (with geo-referencing capability); 2 laptop computers, with appropriate GIS and map-production software; survey and drawing equipment; map printer. (Note: this equipment will be located in the Quthing District Offices of the MFRSC) Total $15,000: $10,000 in year 1 and $5,000 in year 2
6	This budget is reserved for meeting the costs of printing associated with the IWMP plan and Community Action Plans, under Output 1.2: (a) Satellite maps, wallmaps, the IWMP handbook (Quick Guide) and other interpretive materials and land-use guidelines; awareness-raising materials; (b) other miscellaneous printing costs linked to meetings of the IWMP Technical Planning Secretariat and/or planning team; (c) Production of knowledge-management materials, etc Total allocation: $22,000
7	This budget is reserved for workshops (participatory planning and training), meetings (IWM Technical Planning Secretariat, Community Coordinators), and community consultations required for delivery of the IWM Master Plan and Community Action Plans, including inception and validation workshops. Meetings/workshops will be convened in Maseru, Quthing and in local villages in Tosing Community Council. Total - $60,000: $15,000 in yr 1; $ 20,000 in yr 2; $15,000 for yr 3 and $10, 000 for yr 4.
Component 1, Outcome 2: ***District level technical officers, local authorities, and resource management institutions capacitated to implement IWM plans and enforce rules to prevent land and ecosystem degradation***	
8	This budget is reserved to procure the services of a local consultant with expertise on legislative reform and institutional capacity development to implement the following activities of output 2.1 and 2.2:

[67] It is envisaged that the service provider(s) will lead the development of the first two Community Action Plans, during which process the capacity of the District technical officers and extension staff should have been built so that they can lead the development of remaining Community Action Plans (with guidance form the IWMP Technical Planning Secretariat, thus developing embedded capacity within the mandated institutions to facilitate these processes in future.

Note	Explanation
	• Facilitate a participatory review of legal instruments (policies, legislation, by laws, rules and regulations) governing the natural resources management sector, with a view to identifying strengths, weaknesses, opportunities, gaps and recommendations to improve their support to the implementation of the Sebapala sub-catchment IWM Master Plan and the associated community action plans; • Facilitate a participatory review of the mandates of the relevant institutions (Ministries and Traditional Institutions) to identify overlaps and contradictions that weaken the overall effectiveness of the institutional set up in facilitating natural resources management in general, and specifically the implementation of the IWM Master Plan and action plans; • Formulate recommendations and advocate for their adoption at the relevant levels (national, district, chieftain, community); • Assess the adequacy of traditional institutions and resource user groups and determine if additional ones are required to implement the action plans of the IWM Master Plan. Total - $20,000 during year 2, time allocation approx. 30 days
9	This budget is reserved to meet the costs of travel required to carry out the reviews under Outputs 2.1 and 2.2 and delivery of training under Outputs 2,2 and 2.3; learning exchanges to capacitate communities to participate in Farmer Field Schools (including travel costs for the Master Trainer who will come from Quthing District to train district extension officers and community members). Total: 31,585, distributed over four years.
10	This budget will pay for the services of an NGO, company or consortium with experience in facilitating capacity enhancement of local institutions and training on IWM (or other aspects of natural resource management), developing training materials, and co-ordinating delivery of the skills-development and training plan. They will be responsible for delivery of Outputs 2.2 and 2.3 The entity should have expertise in: i) Conducting capacity assessments and identifying organizational and skills-development needs; ii) Formulating skills-development and training plans and programmes in the natural resources sector; iii) experience working with stakeholders across multiple sectors and in government, civil society and grass-roots communities; iv) coordinating delivery of training through multiple partner institutions; developing educational and awareness-raising materials Responsibilities will include: a) Conduct a rapid SWOT assessment of existing organizations and groups (building on the capacity assessment undertaken during the baseline assessment and the stakeholder analysis undertaken as part of the IWM planning process), identify gaps in the institutional arrangements and best options for addressing these; clarify mandates, roles and responsibilities and mechanisms for collaboration; assess organizational development needs (such as financial planning skills, business-plan development, report and proposal-writing, meeting facilitation, presentation and negotiation skills; computer skills; equipment); and, analyze options for ongoing mentorship and organizational development, including training on gender mainstreaming.; design and facilitate implementation of an appropriate organizational development and mentorship scheme for land-user groups b) Conduct a comprehensive assessment and scoping study, to assess technical skills-development and training needs for implementation of integrated watershed management practices, taking into consideration the roles, needs and potentials of different beneficiary groups, and the differentiated needs and aspirations of women, youth and other vulnerable groups; identify available training resources, opportunities and expertise, and outline how these could be supplemented through development of new training resources (such as a series of self-study e-learning modules for use by technical officers), and the institutional partnerships or arrangements for delivery of the training. Based on the assessment, develop a watershed-wide SLWM Training and Skills-Development Plan; coordinate implementation of the training, workinging through extension

Note	Explanation
	officers based in the Quthing District Council, partnerships with related projects and programmes, technical experts, and other/relevant institutions. c) Develop new training materials, including but not limited to a series of e-modules on IWM for technical officers (this will require an instructional designer who can be sub-contracted by the service provider) d) Contribute to preparation of a technical report/lessons learnt report documenting the process, results and recommendations for scaling up Total - $95,000 over three years – (Yr 1-$15,000; Yr 2- $40,000; Yr 3 - $30,000; Yr 4 - $10,000 (Approx. 225 days @ $400 per day)
11	This multi-year budget is reserved for audio visual and print production for materials (flyers, posters, manuals, flashcards etc) to support training under Outcome 2, particularly Output 2.1 Total - $ 10,000 over four years.
Component 2, Outcome 3: ***Implementation of Integrated Management practices***	
12	This budget is reserved for procuring the services a Technical Advisor (International/Regional expert) to provide technical quality control for the whole project (all Outputs). S/he will be a range scientist/grassland ecologist (or related) with experience in IWM planning, SLM and exposure to policy reform; or an IWM expert with experiences in range management/grassland ecology, SLM and policy reform. Full TOR are included in Annex 7. Total - $96,000: 40 days per year @ $600 per day , for four years
13	This budget is reserved to hire the services of a national consultant (botanist/agronomist/pasture scientist), to assist with the design, implementation and monitoring of the indigenous grass re-seeding pilots (and contribute to preparation of a technical report documenting the experience), and providing assistance with plant identifications during the rapid rangeland assessments and monitoring, and as required at other times Total: $19,250 - 40 days over years 2,3&4: Year 2 (15 days), 3 (15 days), 4 (10 days) , @ $350 per day
14	Travel This budget is reserved for meeting the costs of field site visits by the PMU, Technical Advisor, Grasslands Expert (contracted under item 14 above), field staff, communities; farmer learning exchanges (FFS), farmer 'show days', meetings of land-user groups (FFS, grazing associations etc), transporting equipment and materials to intervention sites; this will be required for delivery of Outputs 3.1 through 3.4 Total cost: $30,000 over four years
15	This is reserved for contracting the services of: a) a Field Officer who will provide services to the Project Management Unit to support delivery of all field-related Outputs, and will contribute to project M&E, awareness raising and gender mainstreaming; see TOR in Annex 7 ($25,000 per year for four years; total: $100,000) b) Part-payment of the salary of the Project Manager (30% of gross salary @3,333/m), as follows: Technical leadership of the rapid assessments of vegetation condition to be undertaken to fast-track restoration at selected sites (Outputs 3.1 and 3.2 and 3.3); providing training to communities in the use of visual condition assessment scorecards and methods, plant identification and veld condition monitoring; preparation of an action plan at each fast-track site - including measures to be implemented, roles and responsibilities, required resources, timeframes; Support to implementation of the indigenous re-seeding pilot and documenting the process (Output 3.2) Total allocation over four years: $148,000

Note	Explanation
16	This budget is reserved for equipment, materials, goods and labour required to bring at least 10,000 ha under soil and water conservation measures (Output 3.1), 15,000 rangeland and 1,500 ha of degraded wetlands rangeland under rehabilitation (Output 3.2), 8,000 ha of farmland under improved SLM practices (Output 3.3), and to improve water supply for household food production (Output 3.4): Outputs 3.1, 3.2 and 3.3: grass seed (*Eragrostis curvula* - to be purchased from South Africa to revegetate denuded areas and stabilise eroded river-banks; costs estimated at $130/ha); latex gloves, secateurs, seed-collection bags and storage boxes, drying racks (for the indigenous re-seeding pilot); fodder plant seedlings (to re-plant abandoned lands); stone, galvanized wire, other materials and tools for building stone-packs and gabions; brushcutters (petrol motors) and fuel, protective eye and foot-wear, gloves, clippers, spades, axes, wheelbarrows, and other tools for clearing invasive shrubs (costs estimated at $250/ha); compost, organic and inorganic fertilizer, bonemeal; fruit tree seedlings, and nursery bags; fencing materials; vegetable seed, seedling trays, shade netting; implements; watering cans; hosepipe with valves and attachments; labour Output 3.4: tank construction materials (stone, cement, tools, PVC piping, valves, guttering, insulation to protect water pipes in winter; PVC Jojo tanks (1,000 - 5,000 l); stone/bricks, mortar, bonemeal, organic fertilizer, watering cans, vegetable seed/seedlings, hosepipe and fittings; labour Indicative allocations across Outputs (Costs per Output and bills of quantities to be calculated during IWM planning process and rapid assessments at inception, some items will be purchased in bulk as they will be used for delivery of more than one output) Output 3.1: 200,000, Output 3.2: Total $ 332,800, Output 3.3: Total 295,000, Output 3.4: 100,000 Total: $927,800 over four years, with peak expenditure in years 2 and 3
17	This budget is reserved for purchase of hand-held GPS devices for recording site coordinates during rapid vegetation assessments, and other data recording equipment and 1 Laptop for the Field Officer. $6,904 in year 1
18	This amount is reserved for meeting the operating costs of the project vehicle, which will be used mainly to facilitate delivery of the Outputs under Outcome 3. Total cost: $19,200, over four years
19	This multi-year budget is reserved for audio visual and print production for awareness-raising materials under outcome 3, printing of maps, production of technical drawings Total cost estimate: $15,000 over four years
20	This budget is reserved for Office supplies Total: $8,000, evenly distributed over four years
21	Reserved for meeting and workshop costs - meetings with community resource-user groups to discuss, plan and activate Community Action Plans; on-site training in practical implementation of measures; FFS exchanges; meetings with local chiefs and Community Councillors; planning and project design meetings for the indigenous grass seed incubation pilot, and monitoring sessions Total: $60,000
22	This budget is reserved for purchase of a dedicated field vehicle (Toyota or similar), a twin-cab 4 X 4 bakkie (a robust vehicle is required due to rugged nature of much of the terrain), for delivery of all Outputs under Outcome 3 **UNDP Co-financing:** Total $44,000 in Yr 1

Note	Explanation
Component 3, Outcome 4: ***Monitoring and evaluation, knowledge management and gender mainstreaming***	
23	This budget is reserved for hiring an IC contractor to undertake: a) the Mid-Term Review at the end of Yr 2 ($15,000) b) the TE in Yr 4 ($20,000) Total: $35,000
24	This budget is reserved for hiring National Consultants (NC) to support the following activities: a) A Communications/Knowledge Management Expert: who will deliver services under Output 4.2; Calculated at 10 days per year @ $2,000 per year, total: $8,000 b) A Gender/Stakeholder Engagement Expert: To deliver services under Output 4.1 related to gender mainstreaming and monitoring of social risks. Calculated at 24 days per year @$7,200 per year, total: 28,800 c) A webpage designer (design and maintenance): 10 days @200 per day; total $8,000 Total cost: $44,800
25	This budget is reserved for travel expenses to attend knowledge exchange events (e.g. convened by the National ICM Programme or related), local knowledge exchange forums, monitoring during MTR and TE, and for stakeholders to attend the final lessons learnt workshop in Year 4. Total estimated cost: $15,200
26	This budget is reserved to cover the costs of meetings/ workshops/ trainings: a) $5,000 is for Project Inception Workshop., Yr 1 b) $15,000 is for inception and validation of MTR and TE; to convene knowledge exchange workshops; and to cover the cost of convening the closing project lessons-learnt workshop etc c) $10,000 is for Quarterly Project Board meetings over 4 years d) $15,000 is reserved for PMU and TAC-related trainings, workshops and meetings etc Total: $45,000 over four years
Project Management Costs (PMC)	
27	These funds are reserved to pay the salaries of PMU staff as follows: a) Project Manager (50% of gross salary @$3,333/m), for delivery of all duties related to overall project management and coordination (the remaining 50%, is related to delivery of technical outputs and is covered under Outcome 1 (20%), and Outcome 3 (30%), see Budget Notes 3 & 15 Total: $80,000, distributed evenly over 4 years
28	This budget is reserved for Office furniture for PMU staff. Total estimated cost is $3,000, in Yr 1
29	This budget is reserved for Office supplies. Total estimated cost is $3,087 distributed evenly over four years during the 4 years.
30	This budget is reserved for IT equipment of PMU staff a) Computer for the PM - Total cost: $1,500. b) Computer for the Financial/Administrative Officer: Total cost: $1,500

Note	Explanation
	c) Printer (1). Total cost: $250. d) Digital camera (1). Total cost: $250. e) Projector (1). Total cost: $500. Total estimated cost is $4,000, in Yr 1
31	This budget is reserved to meet the costs of meetings and training events linked to the PMU, to ensure good governance such as PMU and TAC-related trainings, workshops and meetings etc $10,000 Total: $10,000
32	This budget is reserved for the salaries of the Project's Financial/Admin Officer and the Project Driver, as follows: a) Financial/Administrative Officer: financial management, procurement, accounting, financial reporting, general administrative support (See TOR in Annex 7) @ $1,850/m, over four years, total $88,000 b) Project driver: supports the activities under all outcomes, @$838/m for four years, total: $40,000 **UNDP co-finance**: Total $128,000 over four years
33	This budget will cover the annual External Audit fee. **UNDP co-finance**: Total $12,000 @ $3,000 per year for years
34	This budget is reserved for meeting various costs associated with communications: a) PMU internet connection, telephone bills b) Production of communications materials and knowledge management products **UNDP co-finance**: Total $16,000 over four years

10 LEGAL CONTEXT

Option a. The country has signed the Standard Basic Assistance Agreement (SBAA)

211. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Lesotho and UNDP, signed on 22 March 1990. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner." This project will be implemented by Ministry of Forestry, Range and Soil Conservation in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply. The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

11 RISK MANAGEMENT

The Implementing Partner is a Government Entity (NIM)

212. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

213. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

214. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

215. In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to

be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

216. The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

217. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

218. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

219. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

220. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

221. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

222. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the

Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

223. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

224. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

225. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

226. Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

227. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

228. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

229. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

12 MANDATORY ANNEXES

Annex	Link
Annex 0: Project budget	https://undpgefpims.org/attachments/6081/216532/1745294/1777846/TBWP%20and%20budget%20note%20April%2030.xlsx
Annex 1: Maps	https://undpgefpims.org/attachments/6081/216532/1732415/1750669/Annex%201%20Maps_PIMS%206081.docx
Annex 2: Multi-Year Work Plan	https://undpgefpims.org/attachments/6081/216532/1732411/1750665/Annex%202%20Multi-Year%20Workplan%20PIMS%206081.docx
Annex 3: Monitoring and Evaluation Action Plan	https://undpgefpims.org/attachments/6081/216532/1732415/1750669/Annex%203%20Monitoring%20and%20Evaluation%20Action%20Plan_PIMS%206081%20Amended%20for%20resubmission%2026%20Aug%202020.docx https://undpgefpims.org/attachments/6081/216532/1732415/1750669/Annex%203%20Monitoring%20and%20Evaluation%20Action%20Plan_PIMS%206081.docx
Annex 4: Stakeholder Engagement Plan	https://undpgefpims.org/attachments/6081/216532/1732401/1777848/Annex%204%20Stakeholder%20engagement%20plan_PIMS%206081.docx
Annex 5: UNDP Atlas Risk Log	https://undpgefpims.org/attachments/6081/216532/1732403/1782585/Annex%205%20UNDP%20Risk%20Log%20and%20Mitigation%20Measures%209%20July%2021.docx
Annex 6: Technical Consultancies	https://undpgefpims.org/attachments/6081/216532/1732415/1750669/Annex%206%20Overview%20of%20Technical%20Consultancies%20PIMS%206081.docx
Annex 7: Terms of Reference	https://undpgefpims.org/attachments/6081/216532/1732399/1750634/Annex%207%20Terms%20of%20References%20PIMS%206081.docx
Annex 8: Gender Action Plan	https://undpgefpims.org/attachments/6081/216532/1732402/1750637/Annex%208%20Gender%20Action%20Plan_PIMS%206081.docx
Annex 9: UNDP Social and Environmental Screening Procedure	https://undpgefpims.org/attachments/6081/216532/1732400/1783924/Annex%209_%20SESP%20FINAL%20CLEARED%20PIMS%206081.docx
Annex 10: GEF Core Indicators	https://undpgefpims.org/attachments/6081/216532/1732415/1750669/Annex%2010%20GEF%207%20Core%20Indicator%20Worksheet%20%20PIMS%206081%20FINAL%20CORRECTED%20August%202020.docx
Annex 11: GEF Taxonomy	https://undpgefpims.org/attachments/6081/216532/1732415/1750669/Annex%2011%20GEF%20Taxonomy_PIMS%206081%2030042021.docx
Annex 12: Stakeholders consulted	https://undpgefpims.org/attachments/6081/216532/1732401/1750636/Annex%2012%20Stakeholders%20Consulted_PIMS%206081.docx
Annex 13: Partner Capacity Assessment (13.1HACT and 13.2 PCAT)	https://undpgefpims.org/attachments/6081/216532/1730192/1750639/Annex%2013%20HACT%20Report%20MFRSC.pdf
Annex 14: Letters of Co-finance (appended separately)	
MFRSC co-financing letter	https://pims.undp.org/attachments/6081/216532/1732357/1750564/Annex%2014%20_%20MFRSC%20Co-Financing%20for%20IWSM%20Sept.%202021.pdf
UNDP co-financing letter	https://pims.undp.org/attachments/6081/216532/1732357/1750564/Annex%2014%20_%20UNDP%20Co-Financing%20letter%20IWSM%20Sept%202021.pdf
MLGCA co-financing letter	https://pims.undp.org/attachments/6081/216532/1732357/1750564/Annex%2014%20_MLGCA%20co-finance%20letter%20%20for%20IWSM%20Sept.%202021.pdf
MTEC co-financing letter	https://pims.undp.org/attachments/6081/216532/1732357/1750564/Annex%2014_MTEC%20co-financing%20letter%20for%20IWSM%20Sept.%202021.pdf

Annex	Link
Annex 15: UNDP QA Report	https://undpgefpims.org/attachments/6081/216532/1732428/1750715/Annex%2015%20UNDP%20QA%20Report.docx
Annex 16: Baseline Reports (and Capacity Assessment Scorecards)	https://undpgefpims.org/attachments/6081/216532/1732415/1750669/Annex%2016%20%20Capacity%20Development%20Scorecards%20PIMS%206081.docx
Annex 17: Summary of Climate Change Projections for Tosing Community Council	https://undpgefpims.org/attachments/6081/216532/1732415/1750669/Annex%2017.1%20Climate%20Change%20Predictions_PIMS%206081.docx https://undpgefpims.org/attachments/6081/216532/1732415/1750669/Annex%2017.2%20Summary%20of%20Climate%20Change%20Projections%20for%20the%20project%20site%20for%20the%202020-2040%20period.docx
Annex 18: Indigenous re-seeding proposal (appended separately)	https://undpgefpims.org/attachments/6081/216532/1732415/1750669/Annex%2018%20Proposal%20for%20Indigenous%20Re-seeding%20Pilot%20Project_PIMS%206081.pdf
Annex 19: Procurement Plan	hthttps://undpgefpims.org/attachments/6081/216532/1745295/1777847/Annex%2019%20Procurement%20Plan%20-%202021%20to%202024%20-%20LSO%20-%2026042021.xlsx
Annex 20: Lesotho COVID-19 Response Strategy	https://undpgefpims.org/attachments/6081/216532/1732415/1750669/Annex%2020%20Lesotho%20COVID-19%20Response%20Strategy%20-%20LSO%20-%2026042021.docx